

The image shows the cover page of a document titled "Sundays River Valley Municipality INTEGRATED DEVELOPMENT PLAN". The title is centered on a large orange banner that has a wavy bottom edge. Below the banner, there is a horizontal strip of three landscape photographs: a green field on the left, a rocky riverbed in the center, and a river flowing through a valley on the right.

Sundays River Valley Municipality

INTEGRATED DEVELOPMENT PLAN



Integrated Development Plan for the period 2012 to 2017

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- Vision, Mission, Core values

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FOREWORD BY EXECUTIVE MAYOR



The Municipal Systems Act 32 of 2000 under Section 25, the municipality is mandated to adopt a single, inclusive and strategic plan for the development of the municipality. The provision of services is underpinned within the principles of democracy, accountability, sustainability and public participation. This IDP document is a strategic tool designed to bring together and to harmonize development initiatives of various development agencies within Sundays River Valley local space. It guides all future development of the municipality by setting priorities, allocating resources, defining time frames and setting key performance indicators and performance targets. In line with the notion of developmental local government, SRVM is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. This document sets out the outcomes of the 2011/12 consultative IDP review process as amended through new information from relevant sources including the MEC assessments. Our responsibility and political mandate is to give effect to the provisions of the Constitution, which are:

- To promote the development of the local community
- To give priority to the basic needs of the local community
- To ensure that all members of the local community have access to at least a minimum level of basic municipal services (this takes precedence over others)
- To ensure sustainability of services, municipality and settlements

In line with the 2009 governing party manifesto, Sundays River Valley Municipality's (SRVM) Council in cooperation with various development agencies is mandated to focus on five key priorities which are:

- Creation of decent work and sustainable livelihoods;
- Education;
- Health;
- Rural development, food security and land reform; and
- Fight against crime and corruption

Equally important the SRVM IDP has adapted and aligned to the ten (10) national medium-term priorities from which eight (8) were endorsed by the Provincial Strategic Framework (PSF). SRVM has adopted the local government Key Performance Areas as its key priorities for the current five year period. As such the SRVM priorities are:

- Basic Service Delivery and Infrastructure Development
- Local Economic development
- Good Governance and Public Participation
- Institutional Transformation and Organisational Development
- Municipal Financial Viability and Management

The municipal planning is structured in such a way that all its priorities express the following twelve (12) distinct priority outcomes which emerge from the manifesto and MTSF:

- Quality basic education
- A long and healthy life for all South Africans
- All people in South are and feel safe
- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, and effective and efficient local government system
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Council, within the first year of the new political leadership is proud to announce good working relations and stability within the Council. This is evidenced by the qualified audit opinion for the first time after four years of disclaimers. SRVM Council will build on these successes and constantly seek to improve its ability to deliver services for a “better life for all”.

Together we can do more!

COUNCILLOR MW KEBE
EXECUTIVE MAYOR



FORWORD BY MUNICIPAL MANAGER

As a management team we have moved in swiftly to ensure that basic services are not interrupted, that in addition to the policy framework being put into place that the municipality complies with the very basic things. This is an important methodology because we must be able to get the small basic things right in order to turn the municipality around. The Sundays River Valley Municipal area, whilst it has its fair share of challenges, should rather be seen as an opportunity and this is the outlook of the current management team.

At the beginning of the financial year, a lot of time and energy was spent in getting the municipality to comply with various legislation and Council adopted a long list of policies with which to tighten up the corporate governance management of the municipality. The revision of the turn-around strategy was used as instrument to manage the challenges.

Whilst the infrastructure backlog remains a problem which must be addressed, progress has been made in laying the basis for a gradual turnaround through partnerships and closer cooperation between provincial and national government which can be an important catalyst to many of the problems. The area still remains a growing tourism destination to be seen from the growing number of outdoor events the area hosts and we need to build on our marketing and promotion strategy, to not just attract visitors to the area, but also spread the benefits of tourism to all communities.

The relationship between financial management and viability remains a challenging factor and the focus for the next financial term will be on maintaining a balance between financial management and viability. The focus on financial viability will be on revenue enhancement including debt management. As we rightfully enjoy and take pride in our achievements, we know that we must extend the same extraordinary efforts to address our critically social and economic challenges.

We know that the resources that we have at our disposal belong to the people, if we do not use them wisely and sensibly, our contract with the people is eroded.

Lonwabo Reginald Nqogo
MUNICIPAL MANAGER

The following sets out the Integrated Development Planning of the Sundays River Valley Municipality which governs all planning as obligated by Section 153 of Act No. 108 of 1996 (The Constitution of the Republic of South Africa)

Vision

"To be a united, responsive municipality that is prosperous and financially viable"

Mission

Sundays River at Valley Municipality will fulfill its mandate to its constituencies in a manner that is:

- Accountable;
- Subscribes to sustainable utilization of resources; and
- Operating in a democratic, non-racial, non-sexist and safe environment.

Core values

- Dignity
- Respect
- Trust
- Integrity
- Honesty
- Diligence
- Caring
- Transparency

EXECUTIVE SUMMARY:

The Sundays River Valley Municipality (SRVM) is one of the developing local municipalities within the Cacadu District Municipality (Western Region). It is located in the Eastern Cape approximately 80km north and east of the Nelson Mandela Bay Municipality.

The municipality boasts with its eco-tourism and agricultural potential. The Addo Elephant National Park (AENP) and citrus production are two important economic drivers in the SRVM. The AENP has given rise to a number of booming B &Bs and private lodges. Our close proximity to the Coega Industrial Development Zone has led to our Addo Tourism Development corridor and the Enon-Bersheba's 10 000 ha pristine communal land being increasingly sought after for tourism enterprise development and conservation opportunities. The municipality recognises and supports the creation of wealth in local communities through private enterprises, community works programme and productive Public-Private Partnerships.



The SRVM's IDP vision, mission statement and values have been endorsed by Council as its directives. The municipality has developed IDP monitoring tools (institutional, departmental and individual score cards) to ensure proper linkages between SDBIP and IDP annual targets. The individual score cards are only made up to the second layer of management and these will be cascaded down to all employees in 2012/13 financial year. As a developmental local government, the SRVM is committed to working with local communities to find sustainable ways to meet their social, economic and material needs as well as to improve their quality of life. The White Paper on Local Government of 1998 alludes to the latter statement and further provides that, as a developmental local government, the SRVM must play a central role in representing communities, protecting their human rights and meeting their basic services. These are issues and challenges we face, and the IDP then provides a strategic tool through which the municipality's development agenda is addressed.

As a legislative requirement the municipality must draft an IDP over a five-year lifespan and assess and review it annually. The IDP then becomes a tool designed to bring together and to harmonize individual plans of the municipal departments. It draws together all the development objectives of a municipal council including Local Economic Development (LED), and enables the formulation of strategies to realise the objectives set in an integrated way. This means everyone is working towards the same goal.

The programmes and projects contained in the IDP must reflect clear timeframes and indicators. However, some capital programmes and projects will take 3-5 years to complete. A long term strategic plan beyond a five-year term is necessary to ensure sustainability of current and future implementation of programmes and projects (Growth and Development Strategy).

The annual assessment and review of the IDP responds to the changing needs of the community and stakeholders. In the assessment and review sessions, politicians and officials had an opportunity to listen to the challenges and priority issues of their constituencies. One mechanism used was the CBP workshops and the Mayor's Indaba to name but a few.

The municipality's development mandate as enshrined in the constitution cannot be achieved without the help from other sectors, for example sector departments and businesses, which can be achieved through partnerships and intergovernmental relations.

The following preliminary steps were followed in the formulation of IDP Review Processes of the SRVM:

- The adoption of District framework plan which then informed our process plan;
- The assessment of the current situation in the municipal area to understand our priority issues;
- The assessment of the needs of the community through ward plans and other tools;
- The determination of where the municipality is heading through vision, mission, objectives, and strategies;
- The prioritization of needs through project plans and the setting of goals to meet those needs.
- The inclusion of integrated management plans and programmes
- Strategic plans conducted by the municipality
- Monitoring and evaluation of IDP implementation

It is important to note that the IDP process is the single, inclusive planning process within which other processes must be located.

Advantages and Importance of IDP

- Through the IDP, the municipality is informed about the **problems** affecting its municipal area and, being guided by information on available resources, is able to develop and implement appropriate strategies and projects to address the problems.
- It helps the municipality to make more effective use of scarce resources. The municipality can focus on identified and **prioritised local needs** taking into consideration local resources.
- This enables the municipality to search for more effective solutions by **addressing causes**, rather than just allocating capital expenditure for dealing with symptoms.
- The IDP helps to speed up delivery by providing a tool which guides **where investment** should occur.
- It attracts all relevant **role-players** and offers decision-making mechanisms that will drive at realistic project proposals taking into consideration the limited resources.
- Where there is a clear municipal **development plan**, private investors and sector departments are more willing to invest their money.
- The IDP will strengthen democracy and institutional transformation through transparency and **inclusiveness**. It engages different socio-economic groups where people live and work.
- It facilitates the redistribution of resources in a **consultative process**.

1.1. Legal Framework of IDP

The MSA, 2000 states that the authority responsible for the management of the IDP process is to be either the executive committee or the executive mayor of the municipality. In cases where the municipality has neither, a committee of councillors is appointed by the municipal council for the task. Whoever is given this task must

- Manage the drafting of municipal IDP
- Assign the responsibilities for the drafting of the IDP to the municipal manager; and
- Submit the draft IDP to the municipal council for adoption by the Council

In terms of Chapter 5 of the Municipal Systems Act:

“ A municipality must undertake developmentally-oriented planning so as to ensure that it-

a) strives to achieve the objects of local government set out in section 152 of the Constitution;

b) gives effect to its developmental duties as required by section 153 of the Constitution; and

c) together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26 27 and 29 of the Constitution.

ADOPTION OF THE INTEGRATED DEVELOPMENT PLANS

Chapter 5 Sect 25 of the Municipal Systems Act:

“Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality –

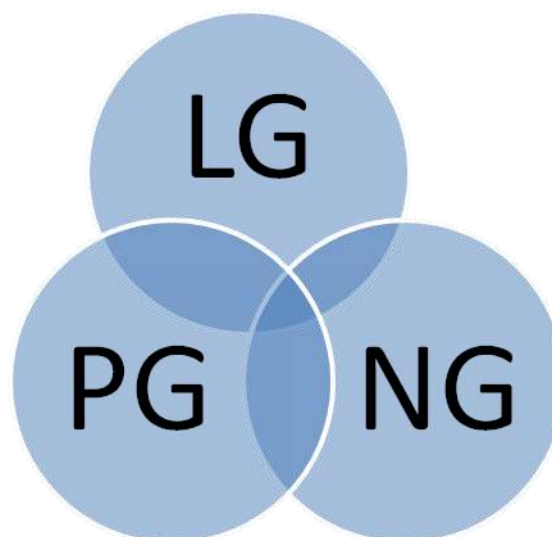
A newly elected municipal council may, within the prescribed period referred to in subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision it must comply with section 29 (1)(b)(i) and (d):

Section 29 which state that:

- 1) *The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, including its consideration and adoption of the draft plan, must:*
- b) *through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for-*
- i) *the local community to be consulted on its development needs and priorities;*
- d) *be consistent with any other matters that may be prescribed by regulation.*



SECTION 1: INTRODUCTION



The IDP has 5 phases which are meant to produce a document that is underpinned by community participation, strategy driven, implementation orientated and integrated.

The IDP phases are:

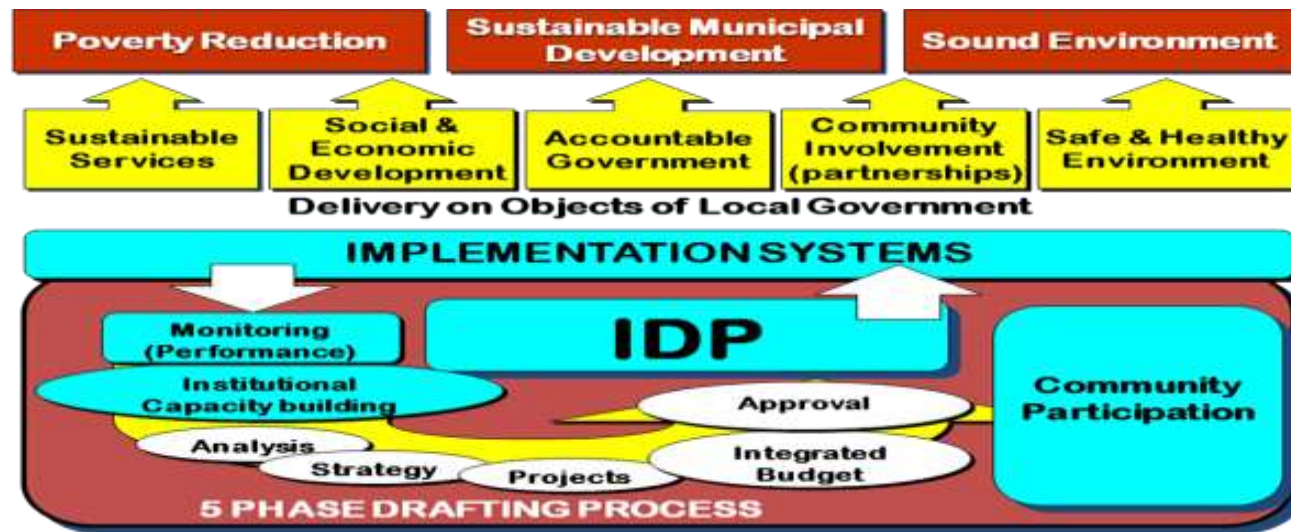
1. **Analysis:** Priority issues are identified by analysing the Community and Municipality.
2. **Strategic:** Setting a long term development strategy for development.
3. **Projects phase:** Implementation plan or short, medium and long term deliverables.
4. **Integration:** Alignment with budget, district, provincial and National policies, programmes and plans.
5. **Approval:** Council adopts the IDP as its strategic plan, to guide investment (Public and Private) and outcomes.

The IDP or revised IDP can only be approved after communities commented. Public participation is not a once off exercise but essential in all phases.

The ultimate aim of this process is to enhance participatory democracy.

Figure 1 below gives a schematic diagram that outlines the IDP process, objectives and outcomes.

Figure 1: IDP process, objectives and outcomes



SUNDAYSRIVER VALLEY MUNICIPALITY

1.2. Budget & IDP Process Plan for 2012 – 2013:

Time Schedule of Key Deadlines

No.	Output	Action	Responsible Agent	Role Player	Cost	Actual Time frames	Revised Time frames
1	Draft Process Plan	Prepare Draft IDP/Budget Process Plan	IDP Manager CFO	LED Unit	N/A	31 Jul '11	
2	Initiate preparation of annual financial statements	Consolidation of information	CFO	Municipal Manager, Mayor, CFO	N/A	31 Jul '11	
3	IDP Standing Committee Meeting	Pre-approve CDM Framework Plan and Discuss SRVM IDP/Budget Process Plan	IDP Manager	Steering Committee	N/A	July '11	
4	Notice to community on process plan	Launch Review Process	IDP Manager	Mayor, Steering Committee	R1 500	July '11	

5	Approved SRVM IDP/Budget Process Plan and CDM Framework Plan	Table IDP/Budget Review Process Plan	Mayor	Steering Committee Council	N/A	31 Aug '11	
6	Workshop on Community Based Planning	Conduct CBP Workshop For Councillors	IDP Manager	Steering Comm; Ward Comm. DHLG & TA	R5 000	Aug '11	12 Dec '11
7	Council workshop on PMS	IDP Manager facilitates PMS workshop for councillors	IDP Manager	Municipal Manager; Mayor	R5 000	Aug '11	Oct '11
8	Appointment of Facilitators or other Service Provider, if required	Facilitate workshops on CBP for ward committees and training logistics	IDP Manager	Municipal Manager; Mayor	R50 000	Sept '11	N/A
9	Mobilisation of participatory Structures	Direct consultation with Sector Department and Parastatals; consult on status quo information & Working relationships;	IDP Manager	Steering Committee Other Local Municipalities; Sector Depts.	R5 000	Sept '11	Sep '11- Jan '12

		Catering, Transport and Telephone costs		Parastatals			
10	Steering Committee Meeting	Internal Review of vision, priorities, strategies and current projects	IDP Manager	Steering Committee	R5 000	5 – 16 Sept '11	Oct '11- Feb '12
10(a)	Community Based Plan workshops	Review of ward plans and IDP performance highlights 2010/11	IDP Manager	Steering Committee CDM; DLGTA	R15 000	Aug '11	12 Dec '11
11	New Operating Medium-Term expenditure focus 2012/13	Provide HOD's with baseline for new operating Med-Term Expenditure focus	Chief Financial Officer (CFO)	Steering Committee CDM	N/A	3 - 7 Oct '11	

12	Budget Input Forms (Project templates) submitted	Prepare budget documents and input forms (Project template)	CFO IDP Manager	Steering Committee; HODs	N/A	10 -14 Oct '11	Dec '11- Jan '12
13	IDP Development Strategies	Refine/Confirm IDP Development Strategies	IDP Manager	Heads of Departments (HODs)	N/A	29 – 31 Oct'11	Feb '12
13(a)	CBP Workshop	Complete CBP Review	IDP Manager; Ward Councillors	Steering Committee; Ward Comm. DHLG & TA	R15 000	3 Feb '12	3 Feb '12
14	IDP Rep Forum Meeting	IDP Rep Forum to consider Status Quo Information and projects	IDP Manager	CDM; IDP Rep Forum; Steering Committee	R10 000 R15 000	24 – 31 Oct '11	15 Feb '12

15	Submission of refined / confirmed IDP Development Strategies	Submit refined/confirmed IDP Development Strategies to IDP/LED Standing Committee	IDP Manager	Steering Committee IDP/LED Standing Committee	N/A	Nov '11	Feb '12
16	Reviewed tariffs and charges	Review tariffs and charges	CFO	Financial Department	N/A	Nov '11	
17	Confirm Projects	Ward c c Ward committees to consider existing projects and newly identified projects	IDP Manager; HOD	Ward Comm. IDP Steering Committee Private Sector	R5 000	7 -18 Nov '11	Feb '12
18	Financial Alignment	Submit re Submit reviewed project template to Finance Department	IDP Manager HOD's	HODs	N/A	14 – 18 Nov '11	Feb '12

19	Budget committee meeting	Draft budget to budget committee	Municipal Manager, CFO, HOD's	Budget Committee	N/A	Dec '11	Feb '12
20	IDP Rep Forum Meeting	IDP Rep forum to consider draft IDP	IDP Manager; Municipal Manager; and Mayor	IDP Steering Committee	R10 000	Dec '11	15 Feb '12
21	Adjustment Budget	Submit Adjustment Budget to Council if necessary	CFO	Council	N/A	Jan '12	Feb '12
22	IDP Steering Committee Meeting	Consider adjustments to SDBIP if any	IDP Manager	Steering Comm. Exco	N/A	Jan '12	Feb '12

23	Annual report tabled	Mayor to table annual report to Council	Mayor	Exco; MM	N/A	31 Jan '12	
24	Draft Division of Revenue	Update CIP and MTEF based on draft DORA allocation	CFO IDP Manager	Steering Comm	N/A	Feb '12	
25	Draft IDP & Annual Budget	Mayor tables draft annual budget and IDP at least 90 days before start of new financial year. Include resolution on any amendment to IDP following the tabling of draft budget	Mayor	CFO	R1 000	31 March '12	
26	IDP Assessments	Assessment of IDP by CoGTA	HODs IDP Manager	Municipal Man.	R10 000	March '12 April '12	

27	Oversight report	MM tables oversight report	Oversight committee	Council	N/A	7April '12	
28	Advert for draft IDP and draft budget	Advertise for 21 days for public comments	IDP Manager CFO	Steering Committee	R11 000	April '12	
29	Sending of Draft IDP/Budget	Send Draft IDP/Budget to Department of Housing and Local Government and Traditional Affairs (DHLG & TA); CDM; Provincial and National Treasury	IDP Manager; CFO	Steering Committee	R5 000	April '12	
30	Budget/IDP Consultation	Commence Public consultation on budget & IDP	CFO & IDP Manager	Finance Dept; HOD's	N/A	April/May '12	

31	Final DORA allocations	Update IDP projects based on final DORA allocations	IDP Manager CFO	Steering Committee	N/A	April '12	
32	Preparation of Final Draft	Compile Final Draft IDP Document	IDP Manager	Steering Committee	R5 000	April '12	
33	Draft IDP Edited	Edit draft document and consider comments received	IDP Manager	Steering Committee	R20 000	May '12	
34	Draft Budget Edited & budget policies edited	Edit draft document and consider comments received	CFO	Budget committee	N/A	May '12	

35	Final IDP and budget document approved by Council (30 days before start of next fin. year)	Mayor tables final IDP & Budget doc to Council for adoption and approval	Council	Mayor; CFO; MM	N/A	31 May '12	
36	50 copies of CD's duplicated	Duplicate copies and cut CD's	IDP Manager	Service Provider	R15 000	June '12	
37	Sending of final budget/IDP	Distribute copies of Final budget/IDP to all stakeholders	IDP Manager/ CFO	IDP Manager/ CFO	R5 000	June '12	
38	Publish IDP/Budget on Web site and newspaper	Send documents to relevant departments as per legislation	IDP Manager	Steering Committee; CDM; Courier Services	R10 000	01 June '12	

1.3. Institutional Arrangement for the IDP process

Roles and Responsibility of External Stakeholders in the revision of the IDP.	
Stakeholder	Roles and Responsibilities
Communities and Civil Society Organisations	<p>The Municipality see the participation of Communities and civil society structures in the revision of the IDP and the Alignment of the Municipal budget as an opportunity to address community priorities. Here are some roles and responsibilities for community participation:</p> <ul style="list-style-type: none"> ✓ They present the interests of their respective groups in the planning process. ✓ Agree on developmental priorities. ✓ Participate in the IDP public Participation Structures like the Ward Committees and IDP Representative Forum. ✓ Give feed back to their constituencies about the agreed priorities. ✓ Ensuring alignment and monitor the IDP and Budget implementation.
District Municipality	<p>The roles and responsibilities of Cacadu District Municipality are legislatively the same as those of category B Municipalities. However, the Municipality defines the role of the District Municipality as Follow:</p> <ul style="list-style-type: none"> ✓ Development of a District IDP Framework; ✓ Have an oversight role; ✓ Horizontal alignment of B Municipal IDP's in the District. ✓ Vertically aligning District IDP's with Provincial and National Sector Departments. ✓ Facilitate Alignment Meetings and Workshops with Sector Departments. ✓ Providing B Municipalities with Administrative, Technical and Financial Support in the Development and Implementation of IDP's. ✓ Facilitate an annual district investor's conference.
Provincial and Sector Departments	<p>The Constitution makes reference to cooperative governance between all spheres of government. It has been a Municipal desire to foster alignment with Provincial and National Sector departments for the development of Sundays river Valley and its residents. The roles of the Province and National Sector</p>

Roles and Responsibility of External Stakeholders in the revision of the IDP.		
Stakeholder	Roles and Responsibilities	
	<p>Departments is defined as follow:</p> <ul style="list-style-type: none"> ✓ Continuously updating Municipal Statistical Data; ✓ Provide timely comments on Municipal IDP's; ✓ Horizontal alignment of district IDP's with Provincial sector departments; ✓ Ensuring vertical alignment between provincial departments and National Sector Departments; ✓ Promotion of IGR¹ and Cooperative Governance; ✓ Aligning Provincial Budgets with Municipal priority issues; ✓ Attending District IDP Forum Meetings and Workshops; ✓ Providing Technical and Financial Support for to the District; and ✓ Monitoring and evaluating IDPs' and Budgets implementation progress. 	
Resource People (Advocates, Engineers, Consultants, NGO's etc).	<p>The Municipality is legally obliged to develop the IDP, in doing so it is expected to involve all sectors of the Community. Some members of the community are unable to participate due to their disability or literacy. Under these circumstances resourced people will be allowed to participate on their behalf, in the follow manner:</p> <ul style="list-style-type: none"> ✓ By provide technical Guidance to the IDP process; ✓ Facilitating Workshops; ✓ Conducting Specialised Studies and Feasibility Studies; ✓ Give support to unorganised groups; and ✓ Ensuring that the IDP is Aligned with Provincial and National Departments 	

¹ Intergovernmental Relations

According to the Municipal Structures Act and the Municipal Systems Act, both levels of the local sphere have to elaborate IDPs as a crucial part and tool of their management and delivery system. In order to avoid duplication of work, the two planning processes should be closely interrelated. The design of this interrelation and distribution of responsibilities takes four imperatives into consideration:

1. The analysis and reprioritization of needs and problems requires a participatory process, involving local communities and stakeholders. The information on service gaps and on potentials has to be location-specific. Therefore the entire Municipal senior staff, Ward Councilors, chairpersons of Portfolio Committees, IDP Representative Forum has to be actively committed in the processes, identified in the preceding process plan.
2. If IDP is meant to contribute towards institutional transformation, as well as informing budgets and business plans, then it is imperative that we have a planning process and review planning documents.
3. Smooth co-ordination needs to be promoted between Departments, Community, Sector Departments, District, Provincial and National level
4. Translating these three imperatives into the phasing of the IDP processes may result in the following procedure:
 - The **continuous consideration of comments** received from various role-players in the IDP Process, including the ones received from the MEC, are considered.
 - **Identification of assessment and participatory issues** and the focus of the planning and extensive participation process.
 - **Facilitation of Sector Alignment of provincial budgets** will, as a rule, be at district level, while there may still be some locally specific issues, which need locally specific strategies. Local Municipalities are to be invited to Sector Alignment strategy workshops so as to jointly discuss the most appropriate problem-solving strategies. This needs to be closely monitored at local and district level.
 - **Provincial and National specialists**, as well as competent resource persons from civil society could be invited to join this process which will be facilitated by the District municipal officials with the assistance of the Office of the Premier. This is the arena where “people and places meet with sectors and subjects”.

- The District will have to play an important role in **vertical co-ordination** of reviewed programmes and projects.
- **Consolidation of documentation** into a draft and the adoption and approval of amendments feeding into the final IDP.
- 50% + 1 will constitute the quorum in all meetings except community meetings.

1.4. AMENDMENT AND ADJUSTMENT TO THE 2012/13 IDP

The review process focussed on:

- Improving the **strategic nature** of the document, thereby ensuring effective use of available data, careful consideration of available resources, as well as exploring locally appropriate solutions to complex development issues.
- Increasing the usefulness of the document during **implementation** and monitoring.

The process was influenced by:

- Performance assessments reports
- An extensive data search to update the analysis chapter.
- Inputs from community based planning initiatives
- The need to align local priorities with priorities of other spheres of Government.

The Reviewed IDP document 2012/13 reflects the following adjustments:

- 1) Information and analysis were updated to include the following data sources:

Table 1b: Data sources

NAME OF DOCUMENT ²	SOURCE	DATE
Service backlog study	SRVM Water Services Sector Plan	2011/12
Spatial Development Framework (1 st draft)	Sundays River Valley Municipality	2011
Tourism Sector Plan	LTO minutes	2011
Finance and human resource Policies	Sundays River Valley Municipality	2010/11
Council Resolutions	Sundays River Valley Municipality	2011/12
The Local Government Turnaround Strategy and municipal capacity assessment	CoGTA website	2011
PMS Policies {Planning phase}	SRVM	2012
SRVM Turn Around Plan	SRVM	2010/11
Audit Action Plan	SRVM	2011/12

- 2) Community Based Plans

- 3) New ward demarcations considered
- 4) Reformulation of Foreword by the Mayor
- 5) Updating of priorities, programmes, projects and strategies emanating from CBP and public participation processes
- 6) The reviewed institutional risk assessment
- 7) Performance management system as adopted
- 8) The entire budget section is updated and a revised budget summary for the next three years is inserted.
- 9) The five year financial plan is reviewed.
- 10) Alignment of priorities across the three spheres of government.
- 11) Reflections and Contextualization of the State of the Nation Address – February 2012
- 12) SDBIP is under development but will be included in the final IDP 2012/13
- 13) Comprehensive analysis of Roles and Responsibilities in the IDP Process.
- 14) Alignment to Millennium Development Goals
- 15) MEC comments 2011/12 and a reviewed IDP analysis and assessment Framework 2012

SECTION 2: PROFILE

CHAPTER 2: SITUATION ANALYSIS

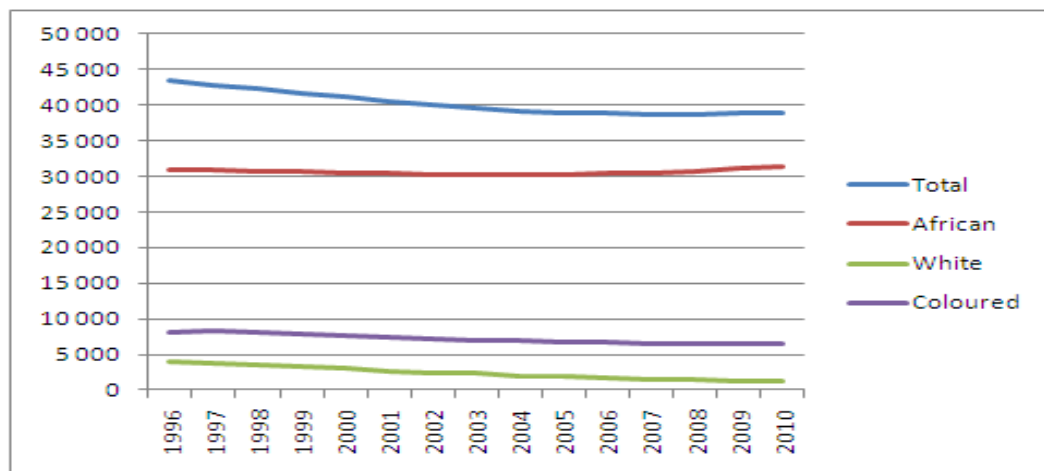
The analysis section is the cornerstone of the IDP. It provides an assessment of the existing level of development in the municipality. This session analyses the internal and external environmental trends and provides reliable information that may have a potential impact on the attainment of municipality's mission and objectives. It focuses on the type of problems faced by the people of Sundays River Valley. The analysis considers people's perceptions of their problems, but also facts and figures. The analysis is structured according to the five (5) key performance areas which are premised by the demographic profile. The section is structured as follows:

- Demographic Profile
- Basic services and Infrastructure
- Local Economic Development
- Institutional Transformation and Organisational Development
- Good Governance and Public Participation
- Financial Viability and Management

2.1. Demographic Profile

2.1.1. POPULATION GROWTH

According to Global Insight statistics, in 2010 the population of SRV was approximately 39 000 people of whom 80% were African, 16% Coloured and 3% White. In spite of a youthful population structure (see age structure) population growth has been showing a steady decline, indicating a fair amount of out migration. Local perceptions around population indicate the opposite to these findings and local informants argue that the population of Sundays River should be around 60 000. The SRVM Spatial Development Framework (2004) projected an increase of 2,3% per annum to make a total of 63 220 in 2010. ECSECC 2010/11 also provides different figures and projects decline in population to about 37 470 in 2011. The discrepancies are noted and the awaited 2011 STATSSA figures will hopefully address these gaps.



2.1.2. POPULATION BY AGE

AGE GROUP	YEARS				
	2007	2008	2009	2010 (<i>projection</i>)	2011 (<i>projection</i>)
00-04	3651	3527	3379	3191	3030
05-09	3178	3114	3141	3196	3232
10-14	3319	3085	2916	2793	2640
15-19	3602	3463	3413	3388	3345
20-24	3593	3481	3478	3510	3519
25-29	4030	3871	3814	3793	3748
30-34	3958	4003	4048	4079	4120

35-39	3068	3252	3405	3526	3668
40-44	1971	1909	1893	1906	1900
45-49	2064	2072	2074	2071	2071
50-54	1619	1613	1623	1634	1644
55-59	1286	1291	1316	1348	1375
60-64	826	789	788	798	800
65-69	989	1010	1007	1006	1003
70-74	454	431	431	428	426
75-79	431	430	430	453	466
TOTAL	38444	37764	37603	37584	37470

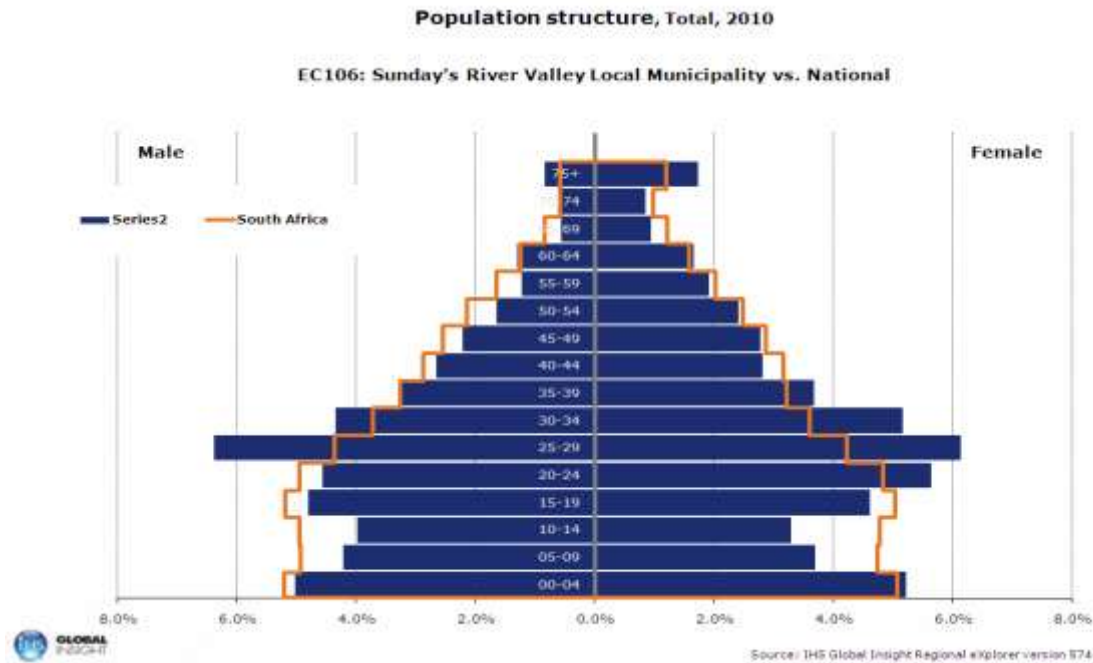
(Source: ECSECC 2010/2011)

Age Structure

The age structure depicted below suggests that Sundays River Valley Municipality has a population is relatively youthful. The age structure mapped in the pyramid below is very similar to that of South Africa as a whole, but with certain notable exceptions:

- A relative deficit of males aged 40 to 65, possibly indicating out migration
- A relative surplus of men and women aged 25-35, possibly as a result of relatively rapid population growth in the late 1980's and low levels of out migration
- A relative deficit of boys and girls aged 5-20, possibly indicating that they are being raised and educated in areas with better education opportunities.

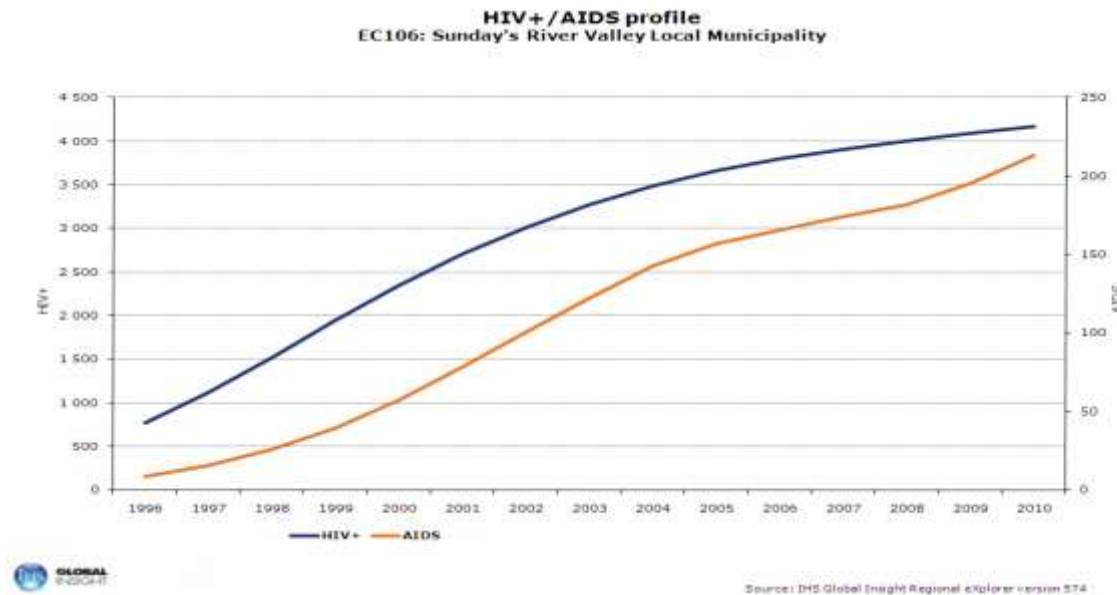
The youthful population suggests a need for prioritization of skills development and employment creation initiatives for youth.



2.1.3. HIV AIDS PROFILE

HIV/AIDS pandemic has an impact on labour supply, through increased mortality and morbidity. This is compounded by loss of skills in key sectors of the labour market. The long period of illness associated with AIDS reduces labour productivity. One review reported that the annual costs associated with sickness and reduced productivity as a result of HIV/AIDS. These costs reduce competitiveness and profits. Government incomes also decline, as tax revenues fall, and governments are pressured to increase their spending, to deal with the rising prevalence of AIDS, thereby creating the potential for fiscal crises

The profile below indicates that the epidemic is reaching a plateau, with some 4 200 people or 9% of the population infected with HIV and some 200-300 AIDS sufferers.

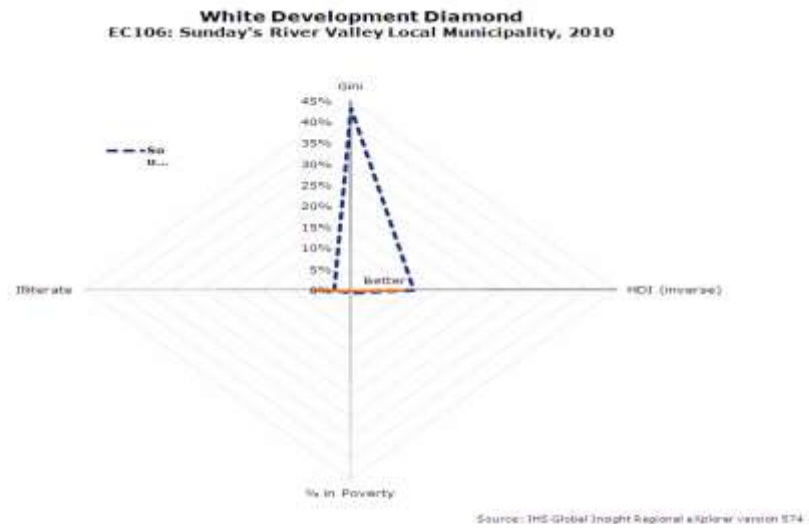


The profile above indicates that the epidemic is reaching a plateau, with some 4 200 people or 9% of the population infected with HIV and some 200-300 AIDS sufferers. The in-migration of job seekers during the citrus season may be viewed as one of the contributory factors for the spread of the virus. At the community based plan meeting held on the 3rd January 2012, ward committees expressed concern about the figure and opined that the cases may be more. They further revealed other prevalent sicknesses in their communities such as tuberculosis, high blood pressure and arthritis.

2.1.4. THE DEVELOPMENT DIAMOND

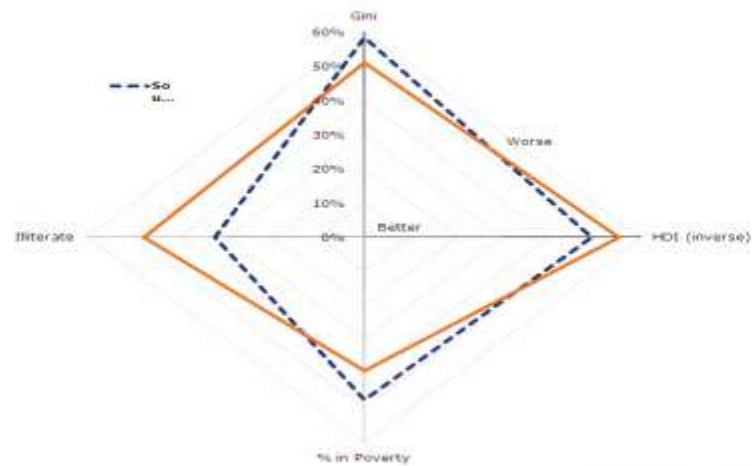
The Development Diamond measures the extent of inequality (Gini Coefficient), underdevelopment (the Human Development Index or HDI), Poverty and illiteracy. The Development Diamonds reflect the racially skewed ongoing effects of the Apartheid system that officially ended in 1994.

Whites experience almost no poverty, a high HDI, less than 5% illiteracy and relatively low inequality.



Africans experience high poverty (although lower than the national average), a low HDI, very high illiteracy and high inequality.

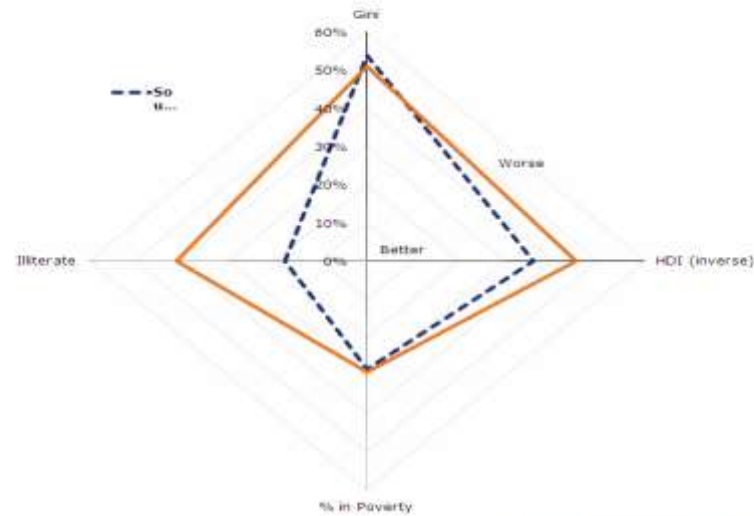
African Development Diamond
EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional Explorer version 5.7.4

Coloureds experience lower poverty and illiteracy, a higher HDI, less illiteracy and roughly the same level of inequality.

Coloured Development Diamond
 EC106: Sunday's River Valley Local Municipality, 2010



Source: IHS Global Insight Regional explorer version S74

- In the SRVM, the number of African in poverty is equal to the national average of 40%.
- SRVM has more illiterate number of African and historically disadvantaged individuals (HDI) that the national average.
- The inequality levels (measured by the Gini Coefficient) are better in SRVM as compared to the national statistics.

2.2. INFRASTRUCTURE AND BASIC SERVICES

2.2.1 Water

The water function according to the MDB definition is the establishment or procurement, operation, management, and regulation of a potable water system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution. This section should be read in conjunction with the revised Water Services Development Plan 2011/12. The WSD outlines an assessment of the status of information and strategies on a WSA level. The following is an overview of the information discussed in the plan.



The following is the existing water service levels in SRVM:

- (a) 9,9% of the consumer units are served with communal standpipes with a distance smaller than 200m
- (b) 11,0% of the consumers/households make use of communal standpipes which are at a distance greater than 200m from their houses/shacks
- (c) 61,9% of the consumer are served with individual metered erf connections
- (d) 17,2% of consumer units are served with individual unmetered erf connection

The strategy of the Municipality is to ensure that every consumer in the area is provided with a metered erf connection. As indicated above water service level figures, approximately 11% of the consumers are below the RDP level of service in terms of water. The above commitment of the Municipality is documented in the project list contained in Chapter 4.

SRVM is both a water service authority and water services provider. The main role players are Lower Sundays River User Association and Department of Water Affairs. Kirkwood area has experienced a huge water shortage from 2009-2011 due to poor infrastructure plan that was not taken into cognisance during the implementation of housing projects. R2 million was set aside from MIG in 2011/12 to expedite the process of building additional storage dam. SRVM has entered into a service level agreement with Amatola Water Board to address water and sanitation challenges. The financial viability of the water services' programme depends on the outcomes of the service level agreement the municipality has with Amatola water Board and the value to be derived from the service delivery partnership agreement with local cooperatives on water conservation and management services. An application for R22m for the upgrading of Kirkwood Water Treatment works was submitted to DWA for funding through Regional Bulk Infrastructure Grant (RBIG).

Issues that need attention

- What is needed for SRVM to build the capacity to implement a plan that takes water to the people?
- Enter into Service Level Agreement with Lower Sundays River Water Association on water purchased.
- Need institutions to work closely building trust in a supportive way
- Achieve blue and green water qualifications and environmental compliance
- Need to have community involvement in planning process
- Need responsible consumers/stakeholders
- How best to use resources: internal such as people money and infrastructure and external "agencies" such as the cooperatives
- Improve our understanding of where water comes from and where it goes to, and the quantity and quality thereof.
- Demand and conservation management.
- Buy-in to the turn-around strategy
- Constant provision of clean and adequate water to all users
- Remote rural areas where water is cut must be provided water tanks (Rainwater harvesting)

The WSA does not have its own official “Water Service Level Policy” in place except for the “RDP minimum levels of service and the National Free basic level of service guidelines” to which it conforms to. From the WSA’s experience of the needs of the communities through the IDP process and WSP functions, it is clear that the minimum level of service regarding water is an individual metered yard connection.

2.2.2 Sanitation

The definition of this function according to MDB is the establishment or procurement, where appropriate, provision, operation, management and maintenance and regulation of a system, including infrastructure for the collection, removal and disposal or purification of human excreta and domestic waste water. The following is the current level of service regarding sanitation:

- (a)** 2,2% of consumer units are served with buckets
- (b)** 23,4% of consumer units are served with pit latrines
- (c)** 0,2% of consumer units are served with septic tanks
- (d)** 7,4% of consumer units are served with VIP's
- (e)** 66,9% of consumer units are served with waterborne sewer system

The objective of the municipality is to provide each consumer with an individual metered erf water connection, as well as a full flush sanitation system. In Paterson, although all households received flush toilets through the poverty eradication programme, the lack of enough water supplies forced the municipality to still render the bucket removal service. The fact that there is no official handover of completed units by Human Settlements affects the determination of the accurate number of backlogs that are there. For instance the figures mentioned above are based on a total of 8580 households as at 2010. The backlog may slightly be reduced to date. The slight reduction is influenced by the movement/relocation of people.

The municipality does not have a Grey Water Management plan in place as this is not a serious issue for the Municipality at this stage. As the areas which do not have full flush toilets are upgraded with time, the issue relating to grey water management will be totally eliminated.

The Municipality does not have a pit emptying and sludge disposal plan in place and deals with this in an ad hoc fashion as and when required. Currently there are a potential of 7,6% of the consumer units who have a formal sanitation systems that could require sludge disposal at some point in time. Some 23,4% use rudimentary/informal pit latrines that will not be desludged, but due to the large number of pits they pose a danger to ground water pollution. As these areas become upgraded to full flush toilets with time, the issue relating to sludge management will be eliminated.

The strategy of the Municipality is to ensure that every consumer in the area is provided with a full waterborne sewerage system. As indicated above, currently 2,2% of the consumers are served by buckets and 23,4% by pit latrines. This equates to 25,6% of the consumer

units served by the WSA being below the RDP requirement. The above commitment of the Municipality through housing development and MIG projects is documented in the project list contained in Chapter 4 of this document. It was resolved from the LED review Strategy workshop held on the 24 February 2012 that that municipality should ring-fence funds for water and sanitation provision as this service impacts on human health and potential investment opportunities.

<u>Table : Water Infrastructure</u>	<u>Total</u>
Total Number of Schemes	
Total bulk pipeline km.	24
Total Number reservoirs	14
Total Number pump stations	11
Total Number of Water Treatment Works	3
Total Number of Waste Water Treatment Works	4

Source: SRVM WSDP 2011/12

The WSA does not have its own official “Sanitation Service Level Policy” in place except for the “RDP minimum levels of service and the National Free basic level of service guidelines” to which it conforms to. From the WSA’s experience of the needs of the communities through the IDP process and WSP functions, it is clear that the minimum level of service for sanitation is full water borne system serving each consumer unit

The Municipality has made progress in the last few years to achieving its goals of providing each consumer unit with an individual metered erf connection and full flush sanitation system. However, a large backlog still exists due to the number of new consumers who have been added

as result of the de densification of the existing areas and also due to the influx of people from the rural areas to the urban settlements where Government funded houses are being provided. All infrastructure projects are based on the above and get implemented according to the housing projects being identified by the Municipal Council.

The Municipality has been implementing all the bulk infrastructure components in a phased approach to allow for the above levels of service.

All operation and maintenance of sanitation infrastructure is being carried out in-house. One sewer jetting machine is available with which the Municipality clean the sewer on a priority basis. The strategy is to clean the sewer lines systematically, starting with the sewers that give the most problems first and then completing the rest of the network. It is also the intention of the municipality to create a database with as-built information of existing water and sanitation infrastructure. Consultants have implemented a Geographical Information System (GIS) for the Municipality, but the database is still lack much information about infrastructure attributes that are necessary for engineering investigations and from a service maintenance perspective.

Addo	<p>Raw water is supplied from the LSRWUA canal (Orange River water) to the Caesar's Dam. Raw water is pumped from the dam to the water treatment works (WTW) from where it is pumped to three storage reservoirs.</p> <p>Ceasars Dam WTW is going to be upgraded this financial year.</p>	<p>The internal sewerage reticulation consist of fibre cement and PVC pipelines and drains to the Wastewater treatment works.</p> <p>The WTW is an oxidation pond system and it has insufficient capacity to meet Addo's future wastewater demand.</p> <p>The scheme is being upgraded at the moment. PSP's were appointed by the Municipality. The project is expected to be completed in August 2012</p>
Enon-Bersheba	<p>Raw water is supplied from the LSRWUA canal (Orange River water) and pumped to a balancing dam next to the water treatment works (WTW).</p> <p>Raw water gravitates from the dam to the WTW from where it is pumped to two storage</p>	<p>The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the Wastewater treatment works (WWTW).</p> <p>The WTW is an oxidation pond system and it has insufficient capacity to meet Enon-Bersheba's future wastewater demand. A new project to increase the capacity of the treatment works is underway. The project is at implementation stage and EIA has been approved.</p>

	reservoirs. Enon – Bersheba has sufficient capacity to meet its current water demand. The project for the upgrade of the Enon Bersheba bulk water supply has augmented the capacity. A reservoir was built and commissioned in January 2012	Completion stage is set at August 2012
Kirkwood	<p>Raw water is supplied from the LSRWUA canal (Orange River water) into three concrete balancing dams. Raw water is pumped from the dams to the water treatment works from where it is pumped to the storage reservoirs.</p> <p>The storage reservoir capacity can only last for two days. Hence the needs to be increased. To this end the municipality has applied for funding from RBIG to upgrade the ponds as well as the treatment works</p> <p>Kirkwood has in sufficient capacity to meet its current water demand.</p>	<p>The sewage reticulation network consists of fiber cement and PVC pipelines and drains to the Wastewater treatment works (WWTW).</p> <p>Kirkwood is currently serviced by two separate WWTW, namely the Kirkwood and Moses Mabida WWTW. The Kirkwood WWTW has been phased out and in future all sewerage will be treated at the Moses Mabida WWTW.</p> <p>The Moses Mabida WWTW is a conventional activated sludge treatment works and the capacity of the works will be increased in phases to meet the current wastewater demand of the town and to ensure that the quality of the final effluent meet the required discharge standards.</p>
Paterson	<p>Raw water is abstracted from boreholes on the outskirts of town. Raw water is pumped from the boreholes to two storage reservoirs. The water is chlorinated before being distributed to consumers.</p> <p>The Patterson Bulk Water Project is being implemented and will be completed in</p>	Most of the consumers in Paterson are serviced by septic tanks and pit latrines.

	December 2012.	
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Service levels (Households)

Major Towns & Settlements	CDM Settlement	Census 2001			CDM 2005		Water			Sanitation				
		Population	Households	Population	Households	None or inadequate	Communal supply	Yard tap or house	Total	Non or inadequate		Wet installation	Full water borne	Total
Addo	1	11005	2729	23263	4151	0	1750	2401	4151	0	1750	25	2376	4151
Enon/Bersheba	1	1291	293	3165	791	0	0	791	791	0	200	0	591	791
Kirkwood	2	9548	2187	26265	5508	0	410	5098	5508	0	2654	0	2854	5508
Paterson	1	4402	1075	8310	1620	0	0	1620	1620	1100	400	120	0	1620
Rural		15218	4245	n/a	n/a	0	0	0	0	0	0	0	0	0
Total		41464	10529	61003	12070	0	2160	9910	12070	1100	5004	145	5821	12070

The Municipality has achieved tremendous success in responding to the eradication of water services backlogs. Although the tables below indicate that a big challenge exists in the upgrading of sanitation in the Municipality, water remains the first focus as the preferred level of service is dependent upon a sufficient supply of water. The provision of infrastructure should also be seen in relation to approved housing developments, as it becomes the vehicle for the provision of basic services.

The Kirkwood and Addo area sources water from Sundays River Water User Association.

The Paterson area requires a special mention as it has extensive problems with bulk water supply. Currently, water needs are obtained from boreholes and this remains largely inadequate. Currently all projects reliant on water e.g. housing, gardens, etc. are experiencing challenges due to water constraints. The Municipality has taken a number of steps to ensure that influential leaders such as Ministers are aware of the situation in order to unlock the required funding. The municipality has entered into a service level agreement with Amatola Water Board to implement the Paterson Bulk water project.

The assessment of our IDP by the Province has identified that we are silent about internal budget for infrastructure, capacity building and filling of critical vacant posts. The municipality is currently implementing a recovery plan and is not in the position to fund all its priorities. The position of the technical director was advertised and will be filled in due course. Due to financial constraints the municipality is procuring the services of experienced process controllers as coaches to capacitate the inexperienced municipal process controllers at WWTW.

2.2.3 Electricity

- (a) 95% of households with access to electricity
- (b) The supply of electricity by ESKOM is linked to approved housing developments and the submission of settlement design plans
- (c) 5% of households without electricity, including un demarcated informal area
- (d) All erven falling within the municipal supply have connections with a minimum of 40 ampere and those falling under Eskom have a minimum supply of 10 ampere.
- (e) Eskom services the biggest area in SRVM and the municipality only services Kirkwood, Aqua Park and Bergsig.

The electricity network in Kirkwood was built in 1962. The network needs to be upgraded. SRVM needs to add more personnel in the electricity unit to address the excessive demand on maintenance. An electrical artisan was employed in the 2011/12 financial year and a provision is made in the budget 2012/13 to employ additional staff. Needs that arise from community consultations are street lights and high mast light

2.2.4. COMPREHENSIVE INFRASTRUCURE PLANS

Comprehensive Infrastructure Plans (CIPs), were developed by the District municipality in 2009. The purpose of the CIP is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision / service delivery. To date phase one of the CIP development has been completed. The tables that are reflected below reflect the anticipated monetary requirements to address infrastructural backlogs.

The following section starts by providing

- A comparison of backlog from available document vs. Actual
- Capital Budget Summary of monetary requirements to address the backlog

- A ward profile summary of access to basic services

The ward profile summary of access to basic services is reflected as is represented in the 2001 Census data. Interpretations of this data should take into account the significant amount of service provision that has occurred in the time period 2002 – 2010

Comparison of Backlog from available documents vs. actual

	Backlog
	Extracted from HSP, IDP, etc.
	Actual (Sundays River Valley Municipality)
	Adjusted to ensure there is not shortfall

Ward	Housing			Water			Sanitation		
		From document	Actual		From document	Actual		From document	Actual
1	947	800		123	800	1000	837	1950	3450
2	384	258		201		958	424	276	276
3	878	1500		376	200	750	639	1000	1685
4	613	1950		104	600	1000	641	146	0
5	465	510		7	800		366		0
6	395			211	160	651	338	850	164
7	447	525		190	164		293	200	851
	4129	5543		1212	2724	4359	3538	4422	6426

Intervention	TotalAmount	1-Mar-09	1-Mar-10	1-Mar-11	29-Feb-12	28-Feb-13	28-Feb-14	28-Feb-15	28-Feb-16
Housing	R 286,136,200	R 12,980,000	R 58,040,000	R 65,710,000	R 58,550,000	R 26,470,000	R 13,450,000	R 16,930,000	R -
Water Backlogs	R 19,180,000	R 1,010,000	R 14,680,000	R 3,490,000	R 3,200,000	-	R -	R -	R -
Water Refurbishment	R 8,540,000	R 3,130,000	R 5,410,000	R -	R -	R -	R -	R -	R -
Water Bulk	R 23,500,000	R 650,000	R 17,840,000	R 5,010,000	R 21,000,000	-	R -	R -	R -
Water Treatment Works	R 24,500,000	R 2,790,000	R 17,450,000	R 4,260,000	R 7,000,000	-	R -	R -	R -
	R 75,720,000	R 7,580,000	R 55,380,000	R 12,760,000	R -	R -	R -	R -	R -
Sanitation Backlogs	R 52,290,000	R 19,630,000	R 24,030,000	R 8,630,000	R 8,000,000	-	R -	R -	R -
Sanitation Refurbishment	R 6,500,000	R -	R 6,500,000	R -	R -	R -	R -	R -	R -
Sanitation Bulk	R -	R -	R -	R -	R -	R -	R -	R -	R -
Sanitation Treatment Works	R 17,000,000	R 3,000,000	R 14,000,000	R -	R 944,000	-	R -	R -	R -
	R 75,790,000	R 22,630,000	R 44,530,000	R 8,630,000	R -	R -	R -	R -	R -
Roads: new	R 388,000,000	R 4,490,000	R 23,510,000	R -	R 12,930,000	R 160,270,000	R 140,000,000	R 46,800,000	R -
Roads:	R -	R -	R -	R -	R 19,700,000	R -	R -	R -	R -

upgrading						-													
Taxi facilities	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
Roads: maintenance	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
	R	388,000,000	R	4,490,000	R	23,510,000	R	-	R	12,930,000	R	160,270,000	R	140,000,000	R	46,800,000	R	-	-
Electricity Backlogs	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
Electricity Refurbishment	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
Electricity Distribution	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
Electricity Substations	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	R	-	-
	R	825,646,200	R	47,680,000	R	181,460,000	R	87,100,000	R	71,480,000	R	186,740,000	R	153,450,000	R	63,730,000	R	-	-

DESCRIPTION OF BASIC SERVICE	WARD							TOTAL	
	1	2	3	4	5	6	7	No. Of h/holds	% of total h/holds
TOTAL NO. OF H/HOLDS	1343	1439	1553	1081	1440	1146	1224	9226	
Refuse Removal									
Weekly by municipality	1188	624	408	846	9	144	366	3585	38.86
Municipality other	21	12	24	18	0	6	45	126	1.37
Communal dumping	3	36	129	6	42	126	126	468	5.07
Own dump	84	567	1185	147	1008	795	450	4236	45.91
No disposal	108	144	123	180	561	282	216	1614	17.49
Access to electricity	1155	981	990	816	921	867	816	6546	70.95
Sanitation									
Flush toilets	39	573	411	72	390	657	276	2418	26.21
Flush septic tank	87	51	156	54	6	42	72	468	5.07
Chemical	9	3	6	12	3	3	120	156	1.69
VIP	30	90	183	48	96	93	366	906	9.82
Pitlatrines	1119	531	525	84	1086	342	297	3984	43.18
Bucket latrine	9	6	30	639	6	6	6	702	7.61
None	108	132	555	291	27	210	63	1386	15.02
Water									
Dwelling	60	357	264	90	3	114	249	1137	12.32

In yard	1029	522	504	765	1083	729	423	5055	54.79
Community stand <200 m	63	33	198	108	195	9	138	744	8.06
Community Stand >200m	69	12	303	162	321	69	113	1049	11.37
Borehole	0	12	87	21	0	15	18	153	1.66
Spring	0	0	12	0	0	3	3	18	0.20
Rain tank	66	141	285	3	0	120	147	762	8.26
Dam/stagnant water	3	126	186	24	0	231	78	648	7.02
River/stream	0	39	21	3	0	24	3	90	0.98
Water vendor	0	24	3	3	0	0	3	33	0.36
Other	108	114	18	15	15	42	30	342	3.71

Basic service delivery measurement

Description	Ref	2007/8	2008/9	2009/10	Current Year 2010/11			2011/12 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14
<u>Household service targets (000)</u>	1									
<u>Water:</u>										
Piped water inside dwelling			4	4	6	7	7	7	7	7
Piped water inside yard (but not in dwelling)			5	5	5	2	2	2	2	2
Using public tap (at least min.service level)	2		1	1	1	1	1	1	1	1

Other water supply (at least min.service level)	4		0	0	0	0	0	0	0	0
<i>Minimum Service Level and Above sub-total</i>		–	10	10	12	10	10	10	10	10
Using public tap (<min.service level)	3		1	1	1	1	1	1	1	1
Other water supply (<min.service level)	4									
No water supply										
<i>Below Minimum Service Level sub-total</i>		–	1	1	1	1	1	1	1	1
Total number of households	5	–	11	11	13	12	12	12	12	12
<u>Sanitation/sewerage:</u>										
Flush toilet (connected to sewerage)			2	4	7	8	8	8	8	8
Flush toilet (with septic tank)			0	1	–	0	0	0	0	0
Chemical toilet			0	0	0	–	–	–	–	–
Pit toilet (ventilated)			1	1	2	1	1	1	1	1
Other toilet provisions (>min.service level)										
<i>Minimum Service Level and Above sub-total</i>		–	4	5	9	9	9	9	9	9
Bucket toilet			5	3	1	0	0	0	0	0
Other toilet provisions (<min.service level)			1	1	1	3	3	3	3	3
No toilet provisions			1	2	2	–	–	–	–	–
<i>Below Minimum Service Level sub-total</i>		–	7	6	3	3	3	3	3	3
Total number of households	5	–	11	11	13	12	12	12	12	12
<u>Energy:</u>										

Electricity (at least min.service level)			1	1	1	5	5	5	5	5
Electricity - prepaid (min.service level)			2	2	2	2	2	2	2	2
<i>Minimum Service Level and Above sub-total</i>		–	3	3	3	7	7	7	7	7
Electricity (<min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources										
<i>Below Minimum Service Level sub-total</i>		–	–	–	–	–	–	–	–	–
Total number of households	5	–	3	3	3	7	7	7	7	7
<u>Refuse:</u>										
Removed at least once a week			4	4	7	4	4	4	4	4
<i>Minimum Service Level and Above sub-total</i>		–	4	4	7	4	4	4	4	4
Removed less frequently than once a week			–	–	–					
Using communal refuse dump			0	0	0	0	0	0	0	0
Using own refuse dump			4	4	4	4	4	4	4	4
Other rubbish disposal						0	0	0	0	0
No rubbish disposal			3	3	2	2	2	2	2	2
<i>Below Minimum Service Level sub-total</i>		–	8	8	7	6	6	6	6	6
Total number of households	5	–	11	11	13	10	10	10	10	10
<u>Households receiving Free Basic Service</u>	7									

Water (6 kilolitres per household per month)			11	11	13	11	11			
Sanitation (free minimum level service)			5	5	5					
Electricity/other energy (50kwh per household per month)			3	3	3					
Refuse (removed at least once a week)			5	5	5					
Cost of Free Basic Services provided (R'000)	8									
Water (6 kilolitres per household per month)										
Sanitation (free sanitation service)										
Electricity/other energy (50kwh per household per month)										
Refuse (removed once a week)										
Total cost of FBS provided (minimum social package)		-	-	-	-	-	-	-	-	-
Highest level of free service provided										
Property rates (R value threshold)			25,000	25,000	25,000					
Water (kilolitres per household per month)			6	6	6					
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)			28	29	32					
Electricity (kwh per household per month)			50	50	50					
Refuse (average litres per week)		Y								
Revenue cost of free services provided (R'000)	9									

Property rates (R15 000 threshold rebate)				14,695	15,462					
Property rates (other exemptions, reductions and rebates)			192	1,021	1,080					
Water			948	2,342	2,476					
Sanitation			208	832	871					
Electricity/other energy			890	843	891					
Refuse			440	400	424					
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of free services provided (total social package)		-	2,678	20,134	21,205	-	-	-	-	-

References

1. Include services provided by another entity; e.g. Eskom
2. Stand distance $\leq 200\text{m}$ from dwelling
3. Stand distance $> 200\text{m}$ from dwelling
4. Borehole, spring, rain-water tank etc.
5. Must agree to total number of households in municipal area
6. Include value of subsidy provided by municipality above provincial subsidy level

7. Show number of households receiving at least these levels of services completely free

8. Must reflect the cost to the municipality of providing the Free Basic Service

9. Reflect the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SA1)

2.3. BASIC INFRASTRUCTURE

2.3.1. Water and Reticulation Level

The data is provided by the Cacadu District Municipality and has been gleaned from the latest backlog study, which was conducted in September 2005. The data indicates the existing water reticulation levels and current deficiencies in the level of service, as well as the cost implications to rectify the current backlogs.

Nature of water services at household level

TYPE OF SERVICE	NOTHING	STANDPIPE >200M	STANDPIPE < 200M	INDIVIDUAL CONNECTION UNMETERED	INDIVIDUAL CONNECTION METERED	YARD TANK	OTHERS
Consumer units	0	410	1750	1600	8310	0	0
% Of consumer units	0	3.3%	14.4%	13.25	68.8%	0	0
District average	0.17%	2.6%	4.9%	9.56%	74.96%	7.66%	0.02%

Source: Cacadu District Municipality Backlog Study 2005

The table offers a mirror (namely the District average rates) against which performance can be checked.

In a different configuration the following table indicates those geographical areas with “below standard” access to water.

According to the backlog study, the following areas have been identified as having insufficient services according to the national standards:

Geographical areas facing below standard water supply

AREA	SUBURB	ERVEN	STANDARD: 5
ADDO	Informal settlement	200	3
	Langbos	350	3
	Molly Blackburn	400	3
	Noluthando	800	3
KIRKWOOD	Moses Mabida	1200	4
	Shacks	410	2
PATERSON	Kwazenzele B	400	4

Source: *Cacadu District Municipality Backlog Study 2005*

Behind the scenes a number of mechanisms enable delivery of water.

The following table looks into the limitations and requirements of these mechanisms:

Bulk water supply requirements

SETTLEMENTS	UPGRADING BULK STORAGE			UPGRADING WASTE WATER TREATMENT			UPGRADING BULK PIPELINE INFRASTRUCTURE		
	Current	Required	Cost ^d 'Mil	Current (MI)	Required	Cost	Current (L / S)	Required	Cost
ADDO	4.0ML	6.9ML	R5.2	2.4	3.3	R1.5	37.0	52.5	R1.2
ENON/BERSHEBA	1.1ML	1.0ML	R 0	0.5	0.5	R0	9.4	7.1	R0.75
KIRKWOOD	5.1ML	7.8ML	R4.8	1.5	3.8	R3.0	59.7	59.3	0
PATERSON	1.3ML	2.5ML	R2.2	0.5	1.2	R1.2	21.2	18.8	R 7

Source: *Cacadu District Municipality Backlog Study 2005*

Upgrading of raw water supply

SETTLEMENTS	UPGRADING RAW WATER SUPPLY				
	CURRENT	REQUIRED	MAX	SHORTFALL	COST
ADDO	14.8	52.5	37.0	15.5	R1 800 000
ENON/BERSHEBA	8.1	7.1	8.1	0	R3,200,00
KIRKWOOD	20.9	59.3	59.3	0	R3 100 000
PATERSON ⁴	4.5	18.8	17.3	1.5	R1 000 000

Source: *Cacadu District Municipality Backlog Study 2005*

Summary of the investment cost for the required upgrade

NATURE OF SERVICE AREA	RETICULATION	RESERVOIR (STORAGE)	SOURCE (RAW WATER SUPPLY)	WATER TREATMENT WORKS	BULK PIPELINE INFRASTRUCTURE
KIRKWOOD	825 600	4 842 923	3 070 551	0	0
ADDO	1 260 000	5 181 170	1 775 322	2 636 280	1 240 000
PATERSON	144 000	2 236 815	1 021 407	4 592 440	0

Source: *Cacadu District Municipality Backlog Study 2005*

2.3.2. Sanitation & Reticulation Level

Nature of current sanitation services at household level

NATURE OF SERVICE	NOTHING	PIT	VIP	BUCKET	CONSER. TANK	SEPTIC TANK	SBS SYSTEM	FWS SYSTEM
Consumer units	0	3960	1043	1100	0	145	0	5822
% Of consumer units	0	32.8%	8.6%	9.1 %	0	0.12%	0	48.23%
District average	0.81%	5.36%	6.89%	10.83%	13.21%	7.38%	6.245	49.28%

Source: Cacadu District Municipality Backlog Study 2005

Geographical areas facing below standard services

AREA	SUBURB	ERVEN	RATE STANDARD: 8
ADDO	Town	25	6
	Informal settlement	200	2
	Langbos	350	2
	Molly Blackburn	400	2
	Noluthando	800	2
ENON/BERSHEBA	Bersheba A	200	2
KIRKWOOD	Aqua Park	277	3
	Emsengeni	766	3
	Moses Mabida	1200	2
	Shacks	410	2
PATERSON	Kwazenzele B	800	4
	Kwazenzele B	400	2
	Moreson	300	4
	Old Town	120	6

Source: Cacadu District Municipality Backlog Study 2005

2.3.3. Roads and Storm Water

SRVM has the following road network:

- National Roads **N2** and **N10** which are in good condition and are currently maintained by SANRAL.
- Tarred Provincial Roads –R72, R75, R335, R336 which are fairly good condition save of the R335 and R336 which are in need of some patching ups.
- A number of gravel provincial roads that are in need of urgent attention as most of them are full of potholes.
- Municipal Streets – all internal municipal streets are in urgent need of repairs and some need paving to create employment opportunities for local contractors.

The municipality has established a Roads Forum. An amount of R5 million is currently used for the maintenance of gravel roads and R1,8 million for tarred rods. The study area is served by an extensive road network that comprises the main access road through the Valley, the N2 national road and various secondary roads that serve the agricultural industry. The N2 national road is in a fairly good state of repair. However, the main access road through the Valley has been identified by the farming community as a major priority for upgrading. Most of the produce from the Valley is transported on this route and the road quality affects the export quality of fruit.

Internal roads in urban areas and settlements generally need upgrading and on-going maintenance. Roads in low-income, high-density residential areas are mostly gravel with limited storm water management. The Municipality has implemented an on-going process for road maintenance.

The Cacadu Spatial Development Framework (2005) indicates that there is 536.9km of gravel roads in the Municipality with a surface length of 204.9km. The document concurs that most of these roads are in desperate need of upgrading and maintenance. Considering the economic drivers of the area, namely agriculture and tourism, the Municipality needs to ensure that these conditions do not place additional pressure on the existing economic activities.

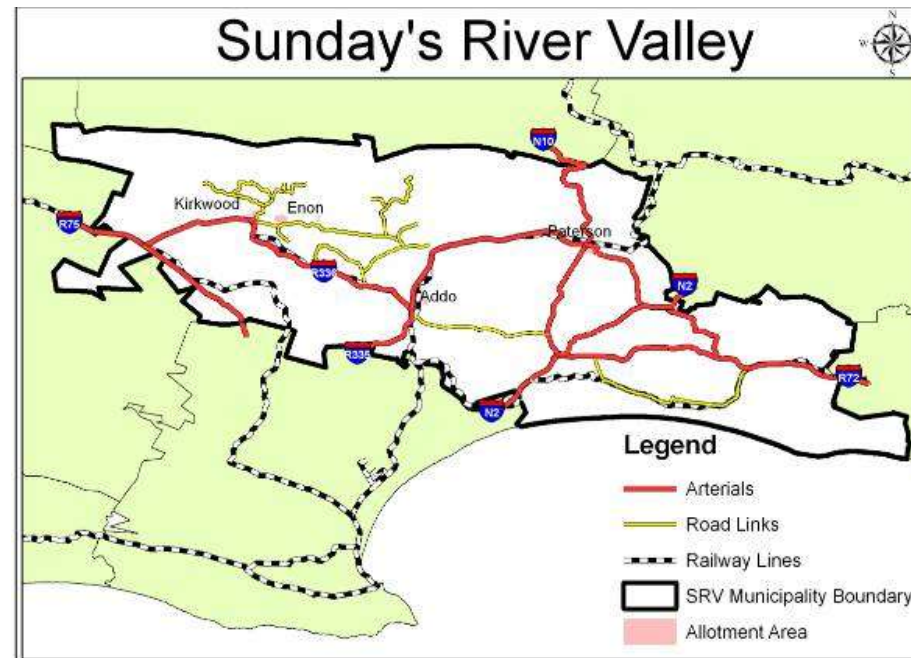
The state of roads is a hazard to road safety in general. Poor road conditions impact on a household level – communities are affected in their mobility in terms of public transport. Poor road conditions also influence access to social services and economic opportunities. The functioning of emergency services is also influenced by road conditions, which courses accidents and damage to property/vehicles. Within this context, communities have prioritized the tarring of roads in most wards.

Although a number of projects are listed in this regard, the delivery of these projects is influenced by various factors:

- The key source of funding for infrastructure, namely the Municipal Infrastructure Grant (MIG), first and foremost needs to serve the eradication of backlogs in basic services.
- The expected standard of communities (namely tarred surfaces) reduces the possibility of generating sufficient funding for such projects.
- Although standards in low income and informal settlements are of a far lower standard and in desperate need of upgrading, the maintenance of existing networks in formally established, middle and higher income groups requires financial allocations, particularly in areas where tourism plays a prominent role.

The Municipality is participating in a District Transport Forum. SRVM boast of a rail line that was once used to transport citrus produce to markets but currently it is in serious need for refurbishment as some parts of the rail are no longer serviced and hence inaccessible. In line with the State of the Nation Address with respect to the rejuvenation of the railway transport network, SRVM sees this as an opportunity put forth its railway network for consideration. A new railway line linking Addo and Colchester will be ideal for tourism route development and commuter transport for recreational purposes along the sea. There is an urgent need for the refurbishment of these railway lines in order to cut costs and reduce pressure on roads [the bulky nature of citrus produce is mainly suited for rail transport more than road].

The municipal area covers 3507.59 km² (6% of Cacadu's to area). It can be accessed through the N10 and N2 national roads as indicated in the following map.



2.4. Spatial Development Framework

The Spatial Development Framework is under review by service providers (Rural Urban Dynamics) that were procured by the National Department of Rural Development and Land Reform. An inception meeting was held on the 8 February 2012 and an SDF steering committee and Technical committee were set up. The revised SDF will address the gaps that were identified in the 2010/11 SDF. The timeframe for the review process is up to the end of September 2012. However, a draft will be available for council adoption by the 31st May 2011. The first SRVM draft SDF 2010 is currently used in conjunction with the District SDF. The second more comprehensive draft will be presented to Council on the 31st May 2012 together with the IDP 2012/13. This section should be read in conjunction with the reviewed SDF 2012/13. Some maps included in this section may change when the final draft SDF 2012/13 is completed.

The Spatial Development Plan presents the following outcomes:

- Set out objectives, strategies and policies with respect to a desired spatial form for the Municipal area.
- Set out guidelines for Land Use Management
- Indicate desired patterns of land use within the Municipality
- Address spatial reconstruction in line with the principles of National Spatial development
- Provide strategic guidance with respect to location and nature of development
- Identify programmes and projects for development of land
- Interpret and implement the provisions of Land Use Planning Ordinance (LUPO) 15 in a much wider context.

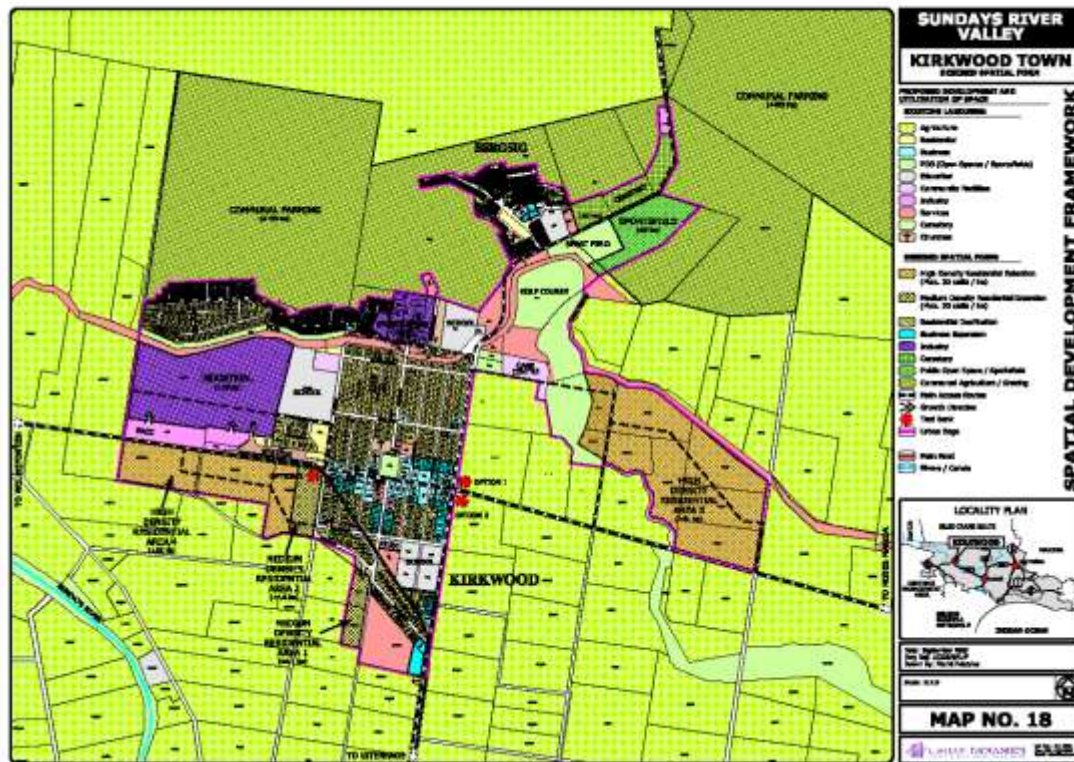
The Land Use Management policies and guidelines as outlined in the SRV SDF deals with the following land use sectors:

- Settlement Hierarchy and Nodal Development
- Conservation
- Tourism and Recreation
- Agriculture and Rural
- Urban Development

The SDF provides visual representation or maps of the desired spatial form of the Municipality which include:

- Public and private land development
- Desired and undesired utilisation of space
- Areas for strategic intervention
- Areas where priority spending is required

Kirkwood Spatial Form



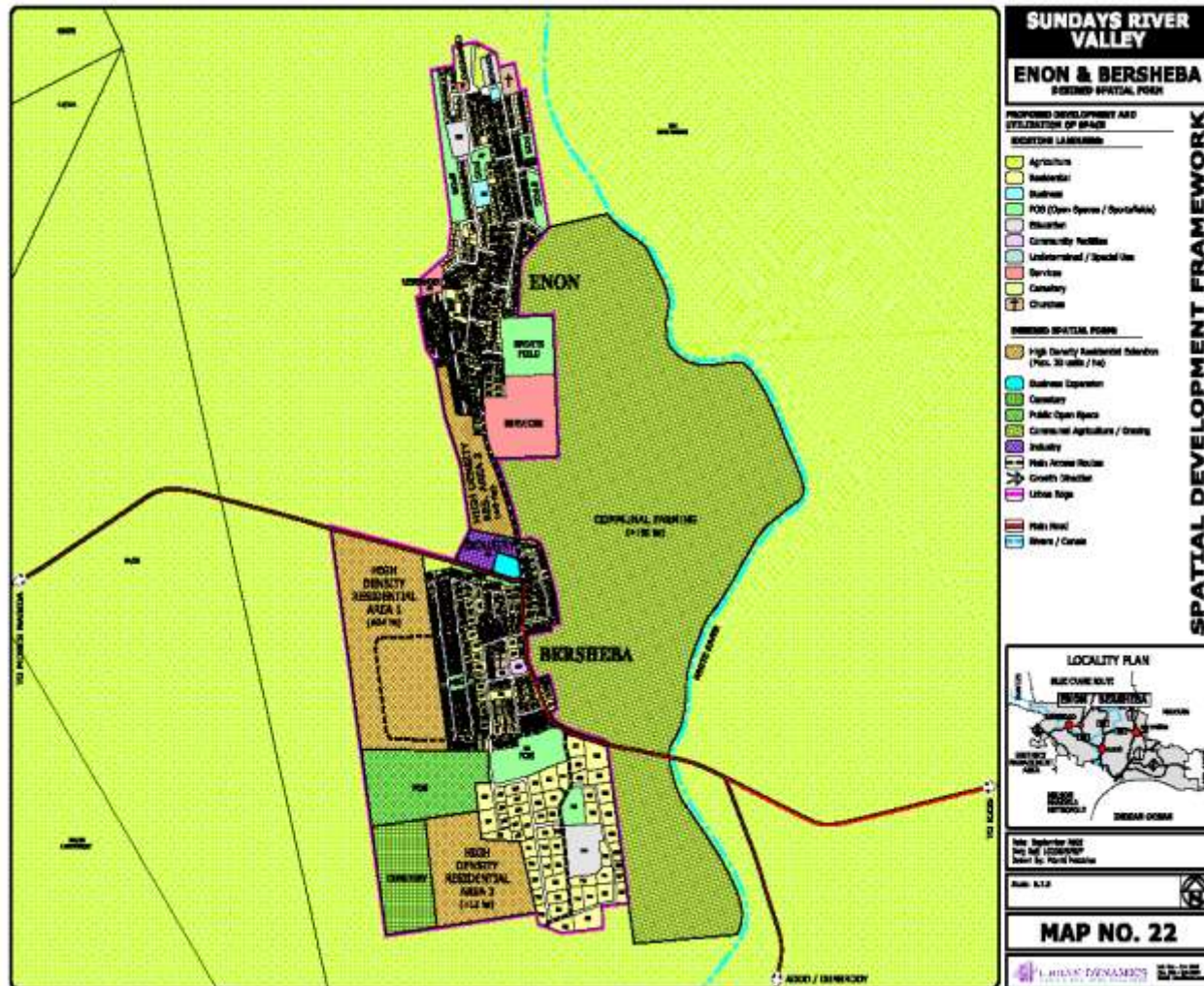
Moses Mabida Spatial Form



Paterson Spatial Form



Enon Bersheba Spatial Form



The Department of Local Government and Traditional Affairs has on the 3rd March 2011 requested the municipality to submit vacant public land to for support to acquire for sustainable social and infrastructural development. The following list of lands and motivations was submitted:

VACANT PUBLIC AND PRIVATE LAND REQUIRED

1.1. ADDO AREA (Addo CBD, Valencia AND Nomathamsanqa)

(Note areas is accordingly to the Spatial Development Plan)

1.1.1. High Density Residential

- (a) Area 3: Portion 179 of Farm Commando Kraal no 113 Uitenhage RD – Extension for Molly Black Burn housing project:

Motivation: No land for housing development and for 500 houses approved

- (b) Area 4 Portion 176,177 and 178 of Farm Commando Kraal no 113, Uitenhage RD-Phase two of housing project:

Motivation: No land for housing development for approved housing development.

- (c) Area 2 Portions 186,225 and 275 of Farm Commando Kraal no 113, Uitenhage RD – High Density Residential, portion for Communal farming and portion for LED – Business Hub.

Motivation: The area is in the Addo Tourism corridor and is ideal for the Tourism Hub. Employment and Job creation fund is targeted for funding source.

1.1.2. Communal Farming

- (a) Area for Communal Farming: Portions 180, 181, 182,184, 185, 187 and 218 of farm Commando Kraal no 113, Uitenhage RD.

Motivation: Requests for land for commonages have been in our IDP for the past 10 years and land owners do not want to sell.

1.1.3. Addo Cemetery

- (a) Portion 306 of Farm Commando Kraal no 113, Uitenhage RD

Motivation: Cemeteries are full and community uses other wards which are almost full as well.

1.2. PATERSON AREA

1.2.1. Communal Farming

- (a) Portion 2, 6 and 7 of Farm number 113, Alexandra RD

1.3. KIRKWOOD AREA (Include Aqua Park and Bersig)

- (a) Area 2: Portion 83 of the Farm number 539, Uitenhage RD – Medium Density Residential
- (b) Area 3: Portions 57, 58, 59, 60, 61, 170 and 211 farm Strathsomers Estate number 42, Uitenhage RD – High Density Residential together with Portions 17, 257, 270, 271, 280 and 313 of the farm Strathosmers Estate number 42, Uitenhage RD – (Part of the Emsengei 1500 housing project)

1.3.1. Industrial

- (a) Portions 52 and 518 of the Farm Strathsomers Estate number 42, Uitenhage RD – Industrial.

1.4. MOSES MABIDA AREA (Including Emsengeni)

1.4.1. High Density Residential

- (a) Area 2: Portions 22, 23, 24, 66 and 290 of the Farm Strathsomers Estate number 42, Uitenhage RD – High Density Residential.

1.4.2. Communal Farming

- (a) Portion 274 of the farm Strathsomers Estate number 42, Uitenhage RD.

The issue of land cannot be separated from a range of other development challenges, for example housing developments and agricultural initiatives. With the completion of the land audit, the Municipality will be in a much better position to use and manage land in line with its strategic direction. To this effect, CDM and Port Elizabeth Land Reform office of the Department of Agriculture and Land Reform have conducted an Area Based Plan and Land availability audit in 2008 to identify appropriate land to implement:

- Decisions on the optimal placement of settlements in space based on concepts of sustainable development, i.e. how to determine where certain developments (e.g. housing) and support services should be placed regardless of the status of land ownership.
- The expansion of agricultural development within the District in conjunction with the Redistribution Programs as managed by the Department of Land Affairs (DLA), where portions of land with current or future potential are targeted as possible acquisitions in terms of land reform policy.

Unfortunately, key challenges still need to be addressed:

- a. The Spatial Development Framework (SRV) indicates that a total of 82 ha⁵ are required for housing developments. This has since tripled but the revised SDF will be able to inform development officials the extent of the land required and specific location.
- b. The LED situation analysis highlights the challenge of the availability of affordable land. The cost of serviced land is estimated at R60 000 – R90 000 per ha. Access to agricultural land includes:
 - ❖ Commonage for livestock
 - ❖ Food security
 - ❖ Unlocking irrigation potential

Enon-Bersheba community owns+- 11000 ha of communal land which is ideal for eco-tourism and agricultural development opportunities. This community has established a legal entity known as Witrivier Communal Property Association for the management of the commonage on the community's behalf. Council has approved terms of reference for the development of business plans for Enon-Bersheba citrus as well as the municipal-owned kk113 agricultural land. The municipality is supported by the National Department of Agriculture, Forestry and Fisheries and the Department of Rural Development and Agrarian Reform in such endeavours. Furthermore, lucrative economic prospects such as the public-private partnerships in the development of Enon-Bersheba communal land in the Eastern Cape exist.

Communities are also requesting the upgrading or development of new cemeteries and the Municipality is finding it increasingly difficult to respond to requests due to limited availability of suitable land.

Of SRV's 39 unsettled land claims, only four are for financial compensation and the remaining 35 seek land for livestock (34) and conservation/game (District and Metro profile). These figures need to be compared with the ABP/LAA situational analysis report on restitution status which counts 53 claims. Out of 53, 34 are said to be gazetted, 11 non-compliant, 1 settled and 4 are validated. The slow pace of land reform has resulted in some frustration and impatience in certain wards. This is supported by the African Peer Review panel which suggested that South Africa has to be encouraged to relax market-based approach to land reform and look for more imaginative ways to speed up the land transfer to blacks.

Land needs are based on a population growth of 3% per annum and a residential density of app. 30 units per ha.

Land acquired

Program	Ha Distributed	% Distributed	Beneficiaries	Rand Value
PLAS	1,278	12	50	27,765,000
SLAG	1,410	25	162	2,016,000
Commonage	0	0	0	0
LRAD	1 719	5	384	32,205,850

Communities have requested the following:

- ❖ The upgrading of cemeteries in Enon, Bersheba, Moses Mabida, Paterson, Langbos, West Bank and Valencia
- ❖ The provision of new cemeteries in Midtskraal, Dambrody and Bergsig

A priority indicated by the SDF refers to policy development that ensures speedy planning and development processing.

Linked to this issue is the involvement of the Municipality in projects related to the Department of Land Affairs. The information has not changed since 2009/10 and it will be updated as soon as we receive relevant information. Of the 49%Ha LRAD distribution throughout the district, SRVM accounts for 5%Ha which translates to 1 719Ha, 384 beneficiaries and the land price value is R32,205,850 (DLA CAPEX 2007)

Land Demand For Housing

Major Town & Settlements	Approved Projects				Housing demand (short/medium term) (SDF/IDP)	Additional land requirement (ha) (SDF/IDP)
	No. of Projects	Houses Completed	Houses under Construction	Total		
Addo	6	1532	802	2334	1710	30
Kirkwood	3	1543	0	1543	1480	33
Paterson	2	0	1050	1050	900	9
Total	11	3075	1852	4927	4090	72

Source: DHLG &TA & LM SDF

2.5. Housing Delivery

The SRVM Housing Sector Plan 2011 was reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation. SRVM intends all its residents to have access to safe and affordable permanent residential structures with secure tenure, ensuring privacy and providing adequate protection against the bad elements. The vision of this HSP is to create integrated and sustainable communities.

2.5.1. Housing Demand Profile

The housing backlog in the Sunday River Municipality is estimated to be 5543 with the largest demand being in Wards 3 and Wards 4.

From the situation analysis' socio economic and demographic assessment, the following can be concluded:

- Around 1 749 households in Sundays River Valley presently live within traditional, rental, or informal structures and earn below R6 400.00 per month per household. Of these 1 556 households (or 88.9%) earn below R3 200.00 per month, representing the number of households that qualify for the full subsidy amount available from the Department of Human Settlement.
- The majority – being 8 000 households (or 81%) reside in brick structures, followed by 766 (7.8%) in traditional dwellings.
- Of the 4281 households that reside on farms / rural areas, it is estimated that at least 65% are low-income earners and therefore likely to be farm worker families. Based on this, it is estimated that there are approximately 2 782 farmworker families in the municipality. It is

however not clear how many of these households live in inadequate shelter.

- The presence of 263 households presently residing in “informal” flats and / or rooms in backyards and 27 households that presently reside in informal settlements clearly indicate a demand for informal settlement upgrade or rental housing (in cases where occupants of shacks are using the shack as temporary accommodation as opposed to being homeless). However, a dot-count reflects a total of 744 informal structures counted in Addo, Kirkwood and Paterson.
- There appear to be no child headed households in Sundays River Valley.

The quantified housing demand based on information from the 2001 Census and 2007 Household Survey can be summarised as follows:

RURAL/FARMS	SOCIAL AND RENTAL	INFORMAL SETTLEMENT STRUCTURES	CHILD HEADED HOUSEHOLDS
2 782 (To be reviewed)	27	344 (744 – dot count)	0

2.5.2 Land Requirement for Future Development

Town	Population	Houses		Projects		Land Required
		Formal	Informal	Proposed	Approved	
Kirkwood	10 797		1 400	1 400		33 ha
Aqua Park		277	277	277	276	
Moses Mabida		250	1 300	1 300	250	
Emsengeni		766	766	766	766	

Valencia	10 287	666	1 575	1 575	666	12 ha
Nomathamsanqa		770	1 226	1 226	861	18 ha
Noluthando		0	801	801	-	-
Langbos		-	150	150	-	-
Paterson	4 468	-	-	-		-
Kwazenzele/Moreson		200	800	800	200	9 ha
Emanqindini			450	450	-	-
Enon/Bersheba	2 400	250	850	850	250	10 ha
Total	27 952	3 179	9 595	9 595	3 269	

Housing Sector Plan 2011-2016

The municipality has acquired former District Management Areas that require provision for housing and land.

- Rural settlements that exist do not require any additional land (With the exception of Kleinpoort and Glenconnor)
- Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas, with good access to existing social and infrastructure facilities and serves.
- Feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements. This will in turn determine the need for land for relocation of structures from informal settlements.
- The alternatives for responding to the housing and care of child headed households will need to be investigated before a conclusion can be reached on land requirements.
-

2.5.3. Housing Status Quo

PROJECT	STATUS/COMMENT
Zuney 50	Completed
Moses Mabida 198	Old RDP houses needs rebuilding or Renovation
Moses Mabida 250	Needs Plastering and Ceiling
Emsengeni 766	Needs Plastering and Ceiling
Moses Mabida 750	Incomplete
Aqua Park 277	Needs Plastering and Ceiling
Valencia 958	Inprogress
Nomathamsanqa 369	Old RDP houses needs rebuilding or Renovation/partly complete
Nomathamsanqa 91	Old RDP needs Ceiling and plastering
Nomathamsanqa 801	Completed
Langboss 300	276 Approved
Paterson 155	Completed
Paterson 600	Needs Plastering and ceiling
Paterson 450	Need Plastering and ceiling
MoresonKwazenzele Mandela 269	Completed
Emanqindini 450	Needs Plastering and Ceiling
Paterson 500	New Project
Bersheba 500	New Project
Emsengeni Extension 1500	New Project

The developer status for housing resorts with the Department of Human Settlements. Housing is in terms of our functional and reporting requirements falls under the technical section. This allows proper coordination between the infrastructure requirements.

2.6 Community Services Function

2.6.1 Community Facilities

SRVM has a total of ten Community Halls, a total of eight cemeteries and a total of seven sports fields including three areas namely Kirkwood, Addo and Paterson and smaller settlement such as Enon-Bersheba and Zuney. A budget out of the MIG allocation is set aside for community facilities and the municipality has budgeted for repairs and maintenance for these facilities.

- **Greater Kirkwood/Upper Valley**

The Greater Kirkwood area has seven schools of which three primary schools and one secondary school is situated in Moses Mabida. The Emsengeni residential extension made provision for the construction of additional schools.

Community facilities are mostly concentrated in Kirkwood, such as community halls, the hospital, main police station and sports fields. Facilities in Moses Mabida and Bergsig need to be upgraded – particularly, the cemetery site needs to be expanded. SRVM received Sport equipment to the value of R250 000 from the Department of Sport, Recreation, Arts and Craft. The Kuyasa Hall will be utilised as a community gymnasium. In Cacadu SRVM is the first to have a community gymnasium and the second in the province. At Enon-Bersheba there are 2 primary schools and two community halls.

- **Lower Valley Addo**

Community facilities are limited to three primary schools and one secondary school (situated in Nomathamsanqa). Two clinics are in operation with a police station, library, sports field and community halls. The provision of these facilities is not adequate. The facilities are over utilized and upgrading is needed. Sports facilities are limited to two sports fields in Nomathamsanqa and one sports field in Valencia. These facilities need upgrading and maintenance on an on-going basis.

- **Paterson and Zuney**

Education and community facilities are limited to three primary schools, a secondary school, clinic, police station, two community halls, a library and two sports fields. The Sundays River Valley IDP process identified a number of these facilities for upgrading and expansion. The expansion of the existing cemetery site in Paterson has been prioritised.

Business plans are developed for the upgrading of all sports facilities in the Valley and funding will be sourced from MIG and Council.

2.6.2 Health Services

The Sunday's River Valley is demarcated under Kouga Health Sub-district Authority together with Kouga Local Municipality and Kou-kamma Local Municipality. Primary Health Care Service has since provincialised on the 01 January 2011. The process addressed the fragmented levels of service.

Health Care Infrastructure

SET CLINIC		Satellite			Mobiles	
CDM	LM	CDM	LM	CDM	CDM	LM
1	3	1	0	1	3	0
Addo Town Nomathamsanqa	Moses Mabida Bergsig Kirkwood Town	Addo Town		Paterson		

Achievements

Sundays Valley Hospital has been accredited as an ARV site and it is a baby friendly hospital.

Challenges

- The clinic building in Kirkwood has limited space for consultation rooms.
- The relocation of clinic to Sundays Valley hospital will be a solution to the problem. The municipality will be able to use the building to alleviate the current office space needs.
- Influx from surrounding farms areas deplete the medicine stock in town clinic
- The mobile clinic structure at Enon-Bersheba is not used and the community has for the past five years been requesting a formal clinic. This was confirmed by the Executive Mayor of Cacadu at af IDP representative forum meeting held on the 6 March 2012.

2.6.3. Education

The functional area is not the competency of the Sundays River Valley Municipality; however SRVM plays a role of lobbying for the required services by the community. Through IGR structures an integrated approach to development is facilitated. The municipality cannot plan a new housing development without understanding the need and plans of education, for example a new housing development may need a school and a

reserved site where such school could be built. Developments issues for 2012/13 IDP that emanated from community consultation are not different from the ones identified in 2011/12 are reflected below:

- Skills training centres are needed in the municipal area
- Learner transport is very critical especially for remote rural areas such as Zuney
- Back to school campaign has to be revived and support for needy children prioritised
- Renovation of all schools is required in the Sunday's River Valley, including provision of retention and retraining of teachers;
- Education support services are needed for children with learning disabilities;
- It is required to introduce skills development for Municipal staff, the community, and especially emerging farmers. Emerging farmers mentorship programme is started and facilitated by the District
- The improvement of ABET learning centres is required;
- General access to farm schools is problematic and restricts learners from attending school on a regular basis. The Zuney school is hard by this problem;
- Crèches are needed in Aqua Park, Dunbrody, Midtskraal and West Bank. The Sakhuxolo preschool has since its establishment been sending several correspondences to the Department of Social development complaining about non-recognition of the number of learners despite proofs. That has impacted on the allocation of grants and supervisors suffer consequences. The municipality has in the past tried to intervene but to no avail.
- Langbos has Multipurpose Centre which include a crèche.
- Through Municipal involvement a crèche for Aqua Park is temporary housed at Aqua Park municipal hall.
- School Governing Councils are important institutions that should play a role in municipal planning activities and in ensuring that the quality of education is upheld. These engagements will take place through IGR structures.

School enrolment

School type	Total Number	Total Number	Principal Deputy	HOD	PL1
Primary Schools	15	4198	18	11	93
Secondary	5	2133	7	8	53

2.6.4. SAFETY AND SECURITY

In as much as an integrated community plan and the forum are not officially established, the municipality does apply an integrated approach to safety. Rapid Response Unit is deployed at SRVM to assist the municipality on blue drop and green drop requirements. It also assists in developing a water charter. There are various committees that are established which deal with among others, safe and secure environment. To name but a few one may include water committee, housing committee, community police forum and transport forum.

With respect to general safety the municipality still experiences challenges around:

- High accident rate
- Participation in the Rolling Enforcement Plan of Roads and Transport
- Municipal by-law with respect to stray animals and hawkers trading areas were promulgated but the level of enforcing them is very low. Peace Officers will attend to these challenges.
- The municipality intends soliciting proposals from potential partners for the development of a pound.
- Crime generally decrease in all areas but Paterson does not show any significant improvement

Although the rate of crime decreased over a period of 6 years (March 2004 to April 2010), there are however specific categories of crime that the community police forums and the police must work on. These are:

CATEGORY	ADDO		PATERSON		KIRKWOOD		
	2004	2010	2004	2010	2004	2010	
Total sexual crimes	39	58	9	19	67	77	
Assault with intent to inflict grievous bodily harm	230	191	84	90	489	287	
Burglary at residential premises	198	150	40	47	239	167	
Murder	16	13	2	4	10	19	
Stock theft	47	41	45	17	66	26	
Drug related crime	13	46	5	12	105	88	

Enon-Bersheba community in conjunction with the community police forum has requested that the unused mobile clinic at Bersheba be used as satellite police station. The police also support the call and an application to that effect was forwarded to the municipality for consideration.

2.6.5. Disaster Management Plan:

The Act defines disaster management to mean a continuous and integrated multi-sectorial, multi-disciplinary process of planning and implementation of measures aimed at:

- Prevention or reducing the risk of disasters
- Mitigating the severity of consequences of disasters
- Emergency preparedness
- A rapid and effective response to disasters
- Post-disaster recovery and rehabilitation
- All Local Authorities and the District Municipalities are required, in terms of legislation, to prepare disaster management plans as outlined in the Bill
- Various District Municipalities have embarked on this process on a regional level, including the local municipalities

The Disaster Management Plan is in place and was adopted by Council. In line with the Act, the following are priorities with respect to SRVM disaster management plan:

- Disaster prevention/risk reduction Disaster mitigation priorities and the promotion of sustainable livelihoods
- Disaster preparedness
- Disaster response and relief
- Post disaster recovery, rehabilitation and reconstruction
- Establishment of effective management of the function
- Strategies to ensure the involvement of the community and volunteers
- The Emergency Centre in Paterson is required

Funding was received from the District to employ two additional fire officers. There is chief fire officer in fire division and the section is coordinated by the Chief Safety Officer.

This section has been elaborated under Integrated programmes/Plans section where the issues of programme, strategies and risks are narrated.

2.6.7 Environmental Health Services (Municipal Health Services)

The Municipality is responsible for Municipal Health services which mainly focus on:

Water quality monitor

- Communicable disease

- Waste Management
- Disposal of Dead.

The municipality receives environmental health subsidy from the District and three environmental health officers are employed. Emanating from complaints about poor quality of water, Council has resolved that the budget for environmental health, especially water quality monitoring be ring fenced. The above focus areas are elaborated herein under:

a) Waste Management

The municipality has a fully integrated waste management service which is executed by the department of community services and technical services. Refuse is collected two days per week in most of the areas except in other areas where the service is once per week. In all businesses refuse is removed two to three times a week.

There are four landfill sites in the Sundays River Valley Municipal area of jurisdiction, with only three that are fully operational. None of the landfill sites are currently registered, and there is a challenge in terms of the management of the sites. Council has approved a call for proposals from potential service providers to manage its land fill sites and undertake job creation initiatives including recycling. The land fill sites are fenced and technical services staff and community development workers guard against illegal dumping and report.

b) Water Quality Monitoring

- The SRVM has 3 Water Purification Plants and 1 area supplied with borehole water.
- Drinking water quality is being monitored on a monthly basis for bacteriological analysis and quarterly for chemical analysis.
- The results are reported to the Department of Water Affairs on a monthly basis.
- Rapid Response Unit assists the municipality with blue drop and green drop.
- SRVM has one river which is passing through Kirkwood town up to Addo areas.
- The Municipality discharge treated sewerage water in to the river as part of a natural water purification process.
- SRVM has a water canal which is fenced. However people, especially children vandalise the fence to get access to canal water for swimming. In return the canal is exposed to risks such as animals drowning.

2.6.8 Environment

The Spatial Development Framework provides a detailed analysis of the topography, vegetation and geology of the area. Of particular interest to the IDP we include the sections relating to recreation, tourism and conservation, considering their high relevance to the local economic development framework.

The Municipality has engaged with these sectors via participation in partnerships such as the Mayibuy'indlovu Development Program and the Addo Elephant National Park. Learners visit the park for environmental education programmes, and also involved in Water Week Celebrations, Harbour Day, Marine Week, National Science Week, Women' Day, Youth Day and South African National Parks Week.

The Environmental Management Plan (as required by the IDP) is limited to the involvement of the Municipality with the Cacadu District Municipality process. Waste management at the municipality's waste sites does not comply. EIA needs to be conducted by external auditors from DEAT in order to manage waste site effectively. Currently all three waste sites are not registered. Poor management of waste site has a detrimental effect on the environment. The necessary step need to be followed include among other: Proper management tools i.e. IWMP; fencing of sites; monitoring gates; waste recording; recycling; waste minimising; waste management awareness.

The recreation and tourism potential of the SRV area is fairly well developed with tremendous potential for further expansion and improvement. Recently, the area has gained a strong reputation as a tourism destination due to the development of conservation and eco-tourism in the area, with specific reference to the Greater Addo Park initiatives. A number of tourism and conservation initiatives are currently underway with a large increase in eco-tourism and game farm orientated activities.

The expansions of the Addo Elephant National Park or the Greater Addo Initiatives are playing a major role in tourism and development in the area. This strength will continue and expand in the future with an emphasis on the eco-tourism and gaming industries. The Sunday's River Municipality is currently playing an important role with respect to these initiatives.

Accommodation in the form of bed and breakfast establishments and guesthouses outside game farms on the Addo Park boundary are secondary uses which show an increase in popularity and growth. A number of guidelines in support of the growing tourism industry with respect to Land Use Management are included in this Spatial Development Framework. Existing initiatives by the Municipality in preparing a Tourism Plan and Local Economic Development Plan should further enhance the tourism potential of the area.



A number of provincial, local and private reserves and nature areas exist within the study area. The STEP and Greater Addo Park project are further contributing to the conservation potential of the area.

The following nature and conservation areas are dominant in the study area:

- Addo Elephant National Park including Kuzuko Game Reserve, Woody Cape Nature Reserve, Alexandria Coast Reserve, Alexandria State Forest, San Soucie, Boschhoek, Boxwood and Congos Kraal
- Inthaba Lodge
- Goodhope Reserve
- Voetpadskloof Citruslandgoed

- Scotia Safaris
- Shamwari Game Reserve
- Amakhala Game Reserve

It is of significance to note the planning domain of the Greater Addo Park initiative, which includes the towns of Paterson, Addo and Kirkwood.

Greater Addo Elephant Park Project

The spatial and economic impact of the Greater Addo Park within the study area is of critical importance, specifically regarding future planning and development and the integration of park activities and settlement patterns within the Sunday's River Valley Municipal area.

Expansion plans for the Park are focused around the establishment of a 372 000 ha terrestrial zone in addition to a 120 000 ha marine reserve which would include the Bird and St Croix Islands group in Algoa Bay. These plans would see Addo becoming the third largest conservation area in South Africa after the Kgalagadi Transfrontier Park and Kruger National Park. The expansion includes opportunities not only for a core conservation area managed by the SANParks, but also makes provision for a private contractual area within the planning boundary. Driving the expansion are efforts to conserve representative examples of the varied landscapes and their associated biodiversity patterns and processes, while simultaneously promoting sustainable development and eco-tourism in the region.

Critical to the expansion of Addo is the identification of a key area within a greater planning domain, loosely related to the proposed 'Greater Addo' boundary, which would conserve the unique features of the area. The dynamic conservation plan developed by the consultants for the region will allow SANParks to make informed decisions around which area should be prioritised for such conservation efforts.

It is the vision of SANParks that a critical core conservation area will be established that would be in excess of 250 000 ha and would be able to support viable free ranging populations of the 'Big 5' tourist draw cards. However, the Park will offer much more than just the lure of the 'Big 5' in a malaria free environment. With the proposed inclusion of a marine protected area, species such as the southern right whale and great white shark are guaranteed to ultimately make the park a 'Big 7' destination. Furthermore, with the emphasis on the conservation of biodiversity, a complete wildlife experience is possible across a series of landscapes unrivalled in beauty, all within a single conservation area. At the moment the bulk tourism activities are restricted to the main elephant camp, which is only some 13 500 ha.

At the moment Addo receives about 115 000 visitors each year, of which 50% are foreign, and this figure is on the increase. A number of new developments are on the horizon to cater for a range of visitor aspirations from the first-time visitor or wildlife generalist, to the specialist, with the prime objective being to accommodate tourists for a longer period in the Park.

Not the least of these includes a new entrance gate and camp being planned near the Sunday's River and the N2 national road. Accommodation will range from the standard SANParks camps/camping sites and bush camps accessible to non 4x4 traffic, to sophisticated, "up-market" camps operated by concessionaires. Any developments will take place in designated zones to minimize the impact on sensitive environments.

The Park expansion also has opportunities for local communities to derive benefits from the Park. Developments and a number entered into sector are being run by a private tour operator, Bukani Tours.

The plans for expansion have also seen the creation of a suite of broader based forums and focus groups that include representation from local communities, business, tourism and industry.

People and Parks Project

This project is supported by **Resource Africa**; it educates people about the parks and the Tangible and intangible benefits from the parks, Also about the seasons that the traditional healers can be allowed to dig their roots. Resource Africa auditioned traditional groups around SRV and the group from Paterson took the first place they going to be awarded by the equipment.

The Step Project

The STEP (Sub-Tropical Thicket Eco-System Planning) Project includes the south Eastern Cape region, which extends from the Kei River to Riverdale, called the STEP domain. The Project's aim is to address the region's biodiversity, the diversity of indigenous plants and animals and the processes that sustain them, with special emphasis on the unique, indigenous vegetation type known as thicket. The assessment measured how much of this vegetation type has been destroyed or damaged by human activities and determines the degree to which biodiversity is endangered in different areas.

The STEP Project determines what will be lost if we continue the misuse of land and, through extensive consultation with the stakeholders, how we will all benefit from the region's biodiversity if we plan sustainably. The Project involves consulting stakeholders, assessing biodiversity and its conservation, and developing a strategy to implement the long term safe-guarding of thicket and other types of biodiversity i.e. by guiding necessary but destructive development away from areas of endangered biodiversity, encouraging the wise use of natural resources and promoting sustainable land use.

One of the final products of the STEP Project has been the production and release of a number of land use management and guide maps, including "the STEP handbook". The STEP land use planning and management guidelines provide a clear indication of the processes that the Municipality should follow during the assessment of land development applications.

The recommendations of STEP are included in the environmental management policy and guidelines, which forms part of the Spatial Development Framework.

2.7. Local Economic Development

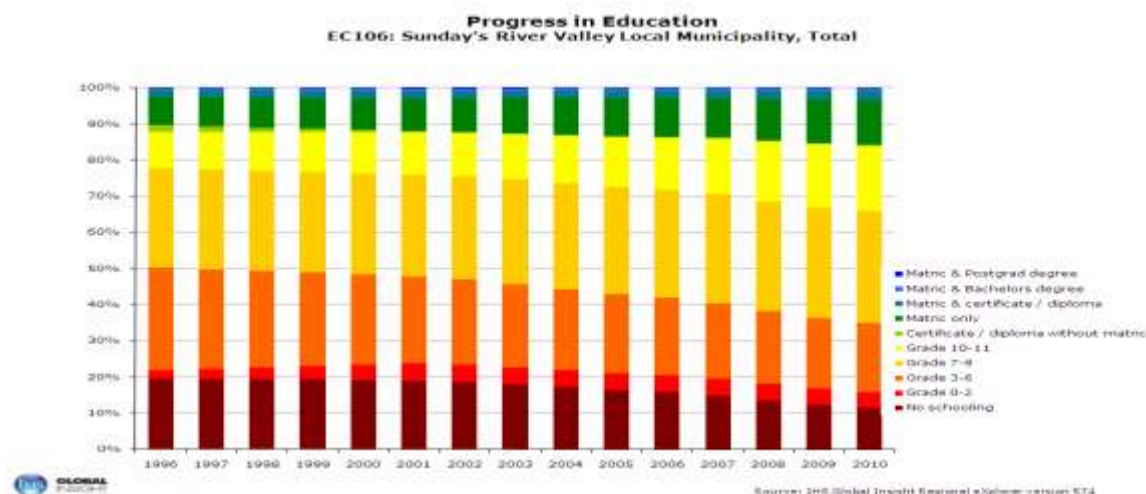
The analysis of the economic profile and trends in Sundays River Valley Local Municipality (SRVLM) forms the basis of identifying comparative and competitive advantages and economic potential opportunities that may be exploited by municipality to the benefit of local residents.

The Socio-Economic characteristics of any contained population are the primary resources to the overall performance, not only of the economy within which they are active, but also the larger regional economy. The agricultural industry, centering mainly on citrus fruit, dairy and chicory farming, plays a major role in the economy and functioning of the region; it alone counts for 31.2% of the GGP and 47.7% of employment.

The LED strategy is under review and the situation analysis was approved by the SRVM LED Forum on the 24 November 2012. The Department of Local Government and Traditional Affairs has allocated a three year LED support grant to the municipality to beef up the capacity of LED. The EPWP committee is one mechanism to enhance the implementation of EPWP. R1 million job creation grant fund allocated for 2012/13 is a booster i.e. economic development. This section should be read in conjunction with the reviewed situational report of the LED strategy.

2.7.1. EDUCATION

Improvement in educational attainment is showing rapid and sustained progress. Key dimension that directly influences the potential employability of community members is their educational background and level of skills that they possess. The level of education and skills within a region impacts on many factors, including: the productive efficiency of investments (e.g. health and capital), employment potential, the gender gap and productivity and income levels. Education is therefore acknowledged as being inextricably linked to the economic development of an area and to a growing middle class



The level of education for SRVM population is reflected in table format with specific reference to number of people with primary, secondary and tertiary qualifications.

Highest Level of education achieved by persons older than 20 years

WARD	TOTAL POPULATION	NO SCHOOLING	SOME PRIMARY	COMPLETE PRIMARY	SECONDARY	GRADE 12	HIGHER
1	6100	606	1197	375	1170	390	66
2	6476	693	1128	432	1038	456	216
3	6990	966	1344	372	972	321	246
4	4867	840	732	228	708	258	96
5	6482	930	1236	399	1056	267	24
6	5157	867	927	288	783	255	72
7	5508	564	1080	396	864	414	105
TOTAL	41 580	5461	7642	2487	6594	2363	827

Considering the even distribution of the population per ward, the figures give a fair indication of wards with the most limitations in terms of education.

Key Issues:

- a) Ward 5 shows the least number of persons qualified at matric or higher level (4.5%);
- b) Ward 3 indicates the highest number of persons with matric or higher level (10.38%);
- c) Ward 4 indicates the highest levels of non-schooling (17.25%) followed by ward 6 (16.81%), ward 5 (14.37%) and ward 3 (13.8%).
- d) SRVM has the lower % of non-school (13,1%) compared to CDM (15%) and Eastern Cape (22,8%)

Illiteracy Rate

	2007	2008	2009	2010
Literate Rate	52.9%	54.70%	55.90%	57.50%
Illiterate Rate	47.1%	45.30%	44.10%	42.50

(Source: ECSECC 2010/2011)

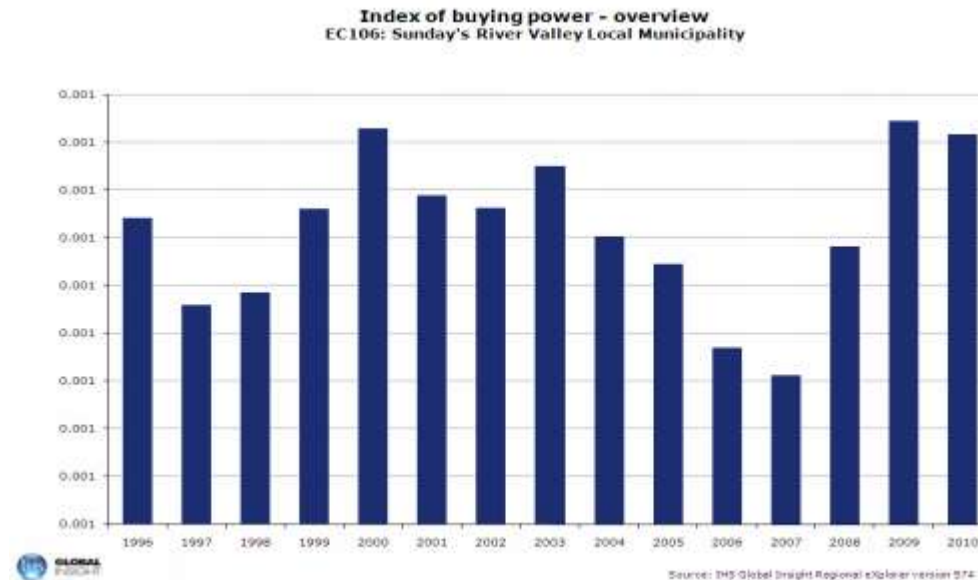
Findings

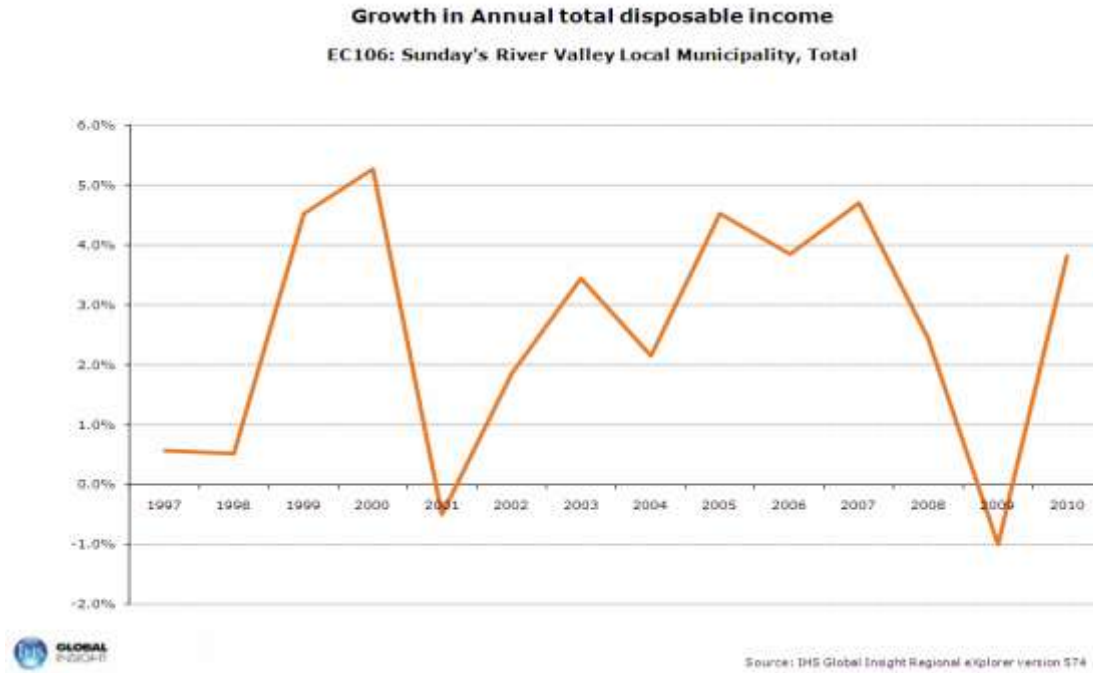
Less than 2% of the population in the SRVM area has higher education qualifications, which is a worryingly factor if the municipality has to grow and transform itself beyond being a producer of primary products, that in most circumstances fetches less on the market due to market dynamics.

The rate of illiterate people has been projected to decrease in 2010 42.50 percent, this indicates that the majority of people within this local municipality are somehow taking advantage of the learning opportunities provided to them. This could be attributed to schools surrounding the area and the adult education system provided by government to older people. Although the illiteracy rate is on a steady decline, the number is still higher than the national average of 32% and warranting remedial action as it has negative effect of development.

2.7.2. INCOME

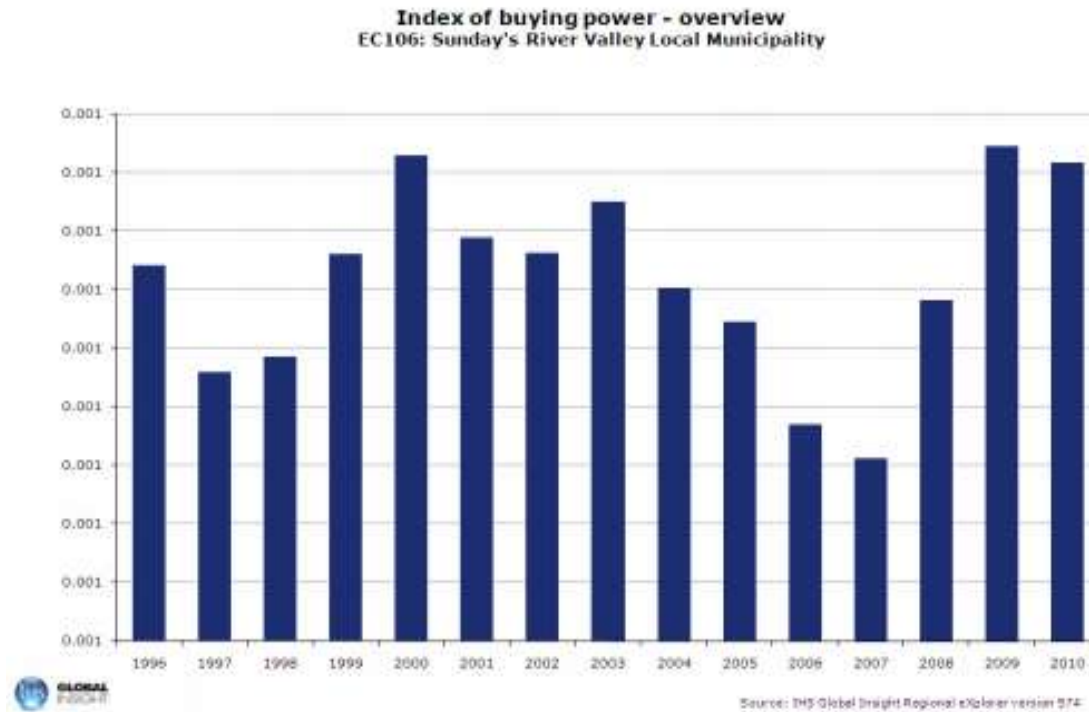
Household income is showing a steady and sustained increase, with disposable income showing strong growth after the 2008 recession





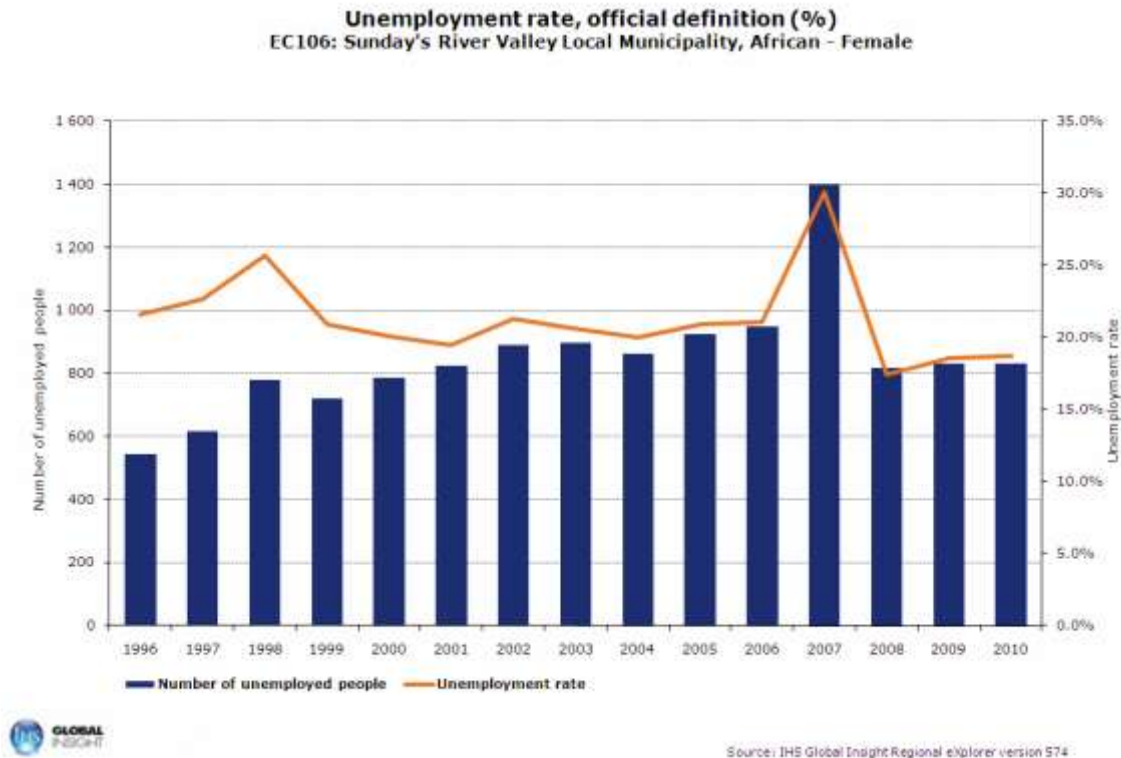
2.7.3. INDEX OF BUYING POWER

Buying power is indicating rapid post recessionary growth.



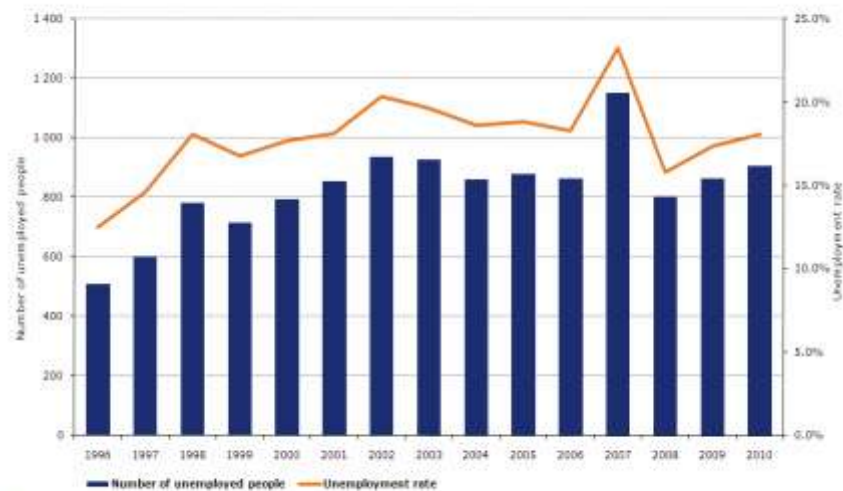
2.7.4. LABOUR AND UNEMPLOYMENT

White unemployment is historically low and has therefore not been included in this profile.
African female unemployment is relatively low by South African standards at less than 20%



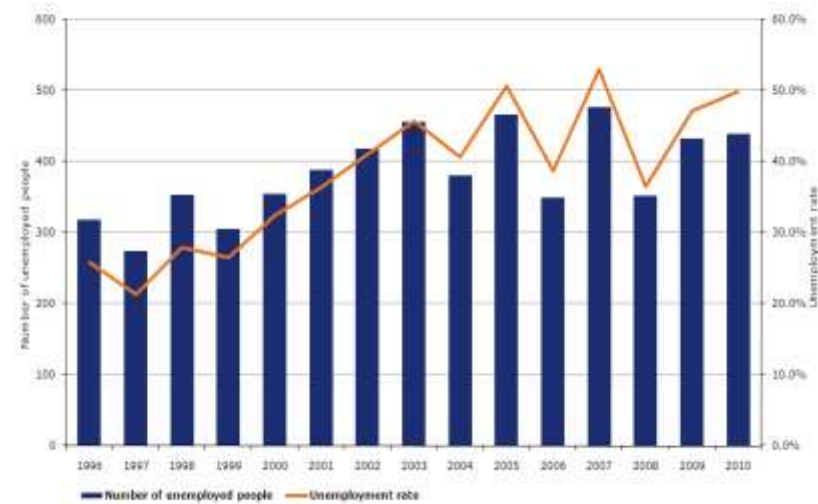
African male unemployment is relatively low, but as this is the official definition of unemployment and excludes permanently discouraged work seekers; the actual unemployment rate is likely to be much higher. The problem is much worse in the case of Coloured Males and Females where the official rate is 50% plus.

Unemployment rate, official definition (%)
EC106: Sunday's River Valley Local Municipality, African - Male



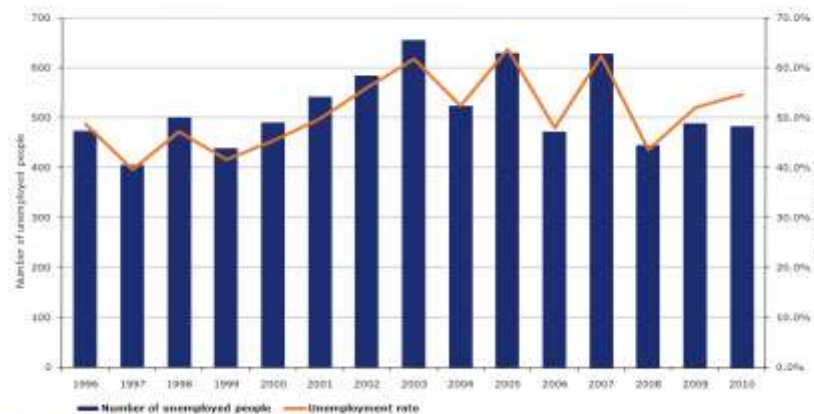
Source: DHS Global Insight Regional explorer version S74

Unemployment rate, official definition (%)
EC106: Sunday's River Valley Local Municipality, Coloured - Male



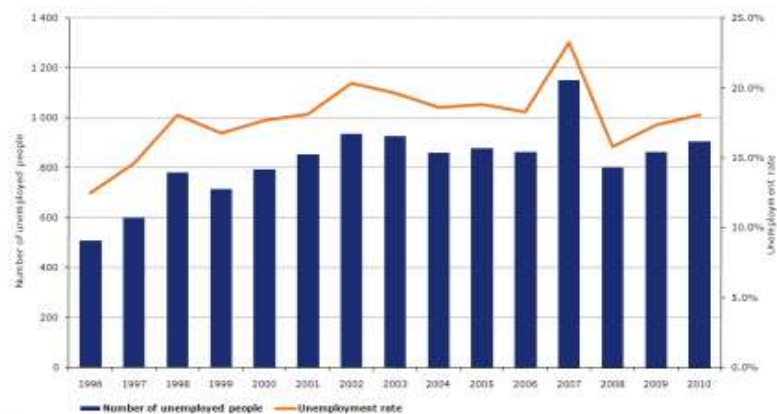
Source: DHS Global Insight Regional explorer version S74

Unemployment rate, official definition (%)
EC106: Sunday's River Valley Local Municipality, Coloured - Female



Source: JHS Global Insight Regional Explorer version 574

Unemployment rate, official definition (%)
EC106: Sunday's River Valley Local Municipality, African - Male

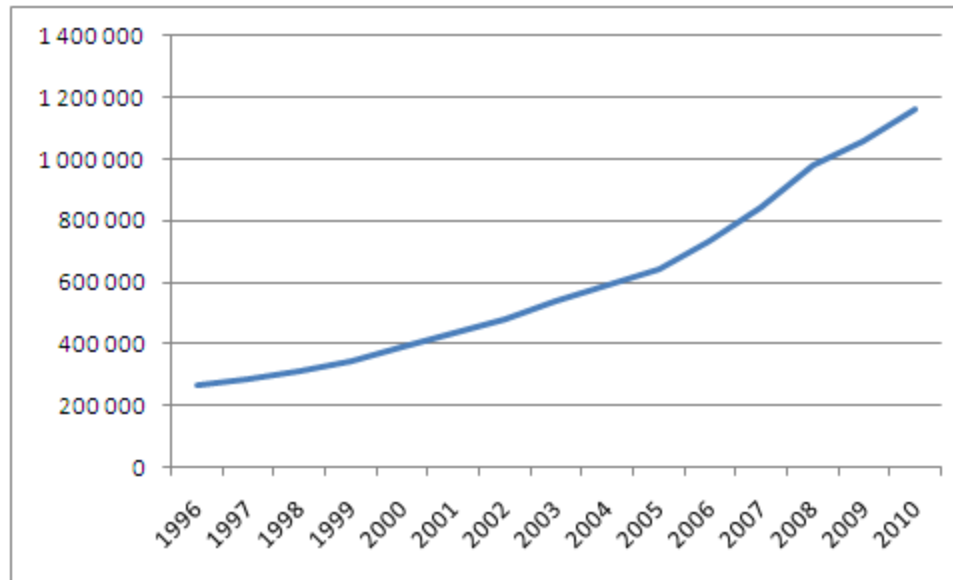


Source: JHS Global Insight Regional Explorer version 574

2.7.4. ECONOMIC STRUCTURE AND GROWTH

2.7.4.1. GROSS DOMESTIC PRODUCT (GDP)

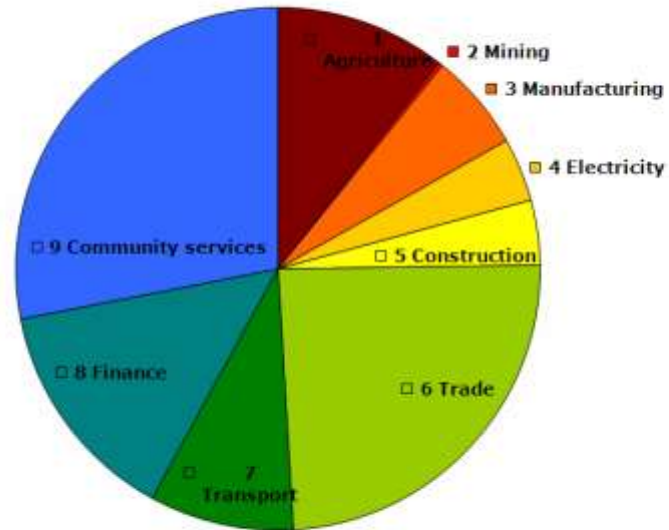
GDP in 2010 was estimated to be R 1 162 billion and has been steadily increasing.



2.7.4.2. SECTOR BREAKDOWN

The leading sectors in SRV in regard to Gross Value Added are Community Services, Trade (which includes tourism), Finance (which includes Real Estate), agriculture, transport and construction.

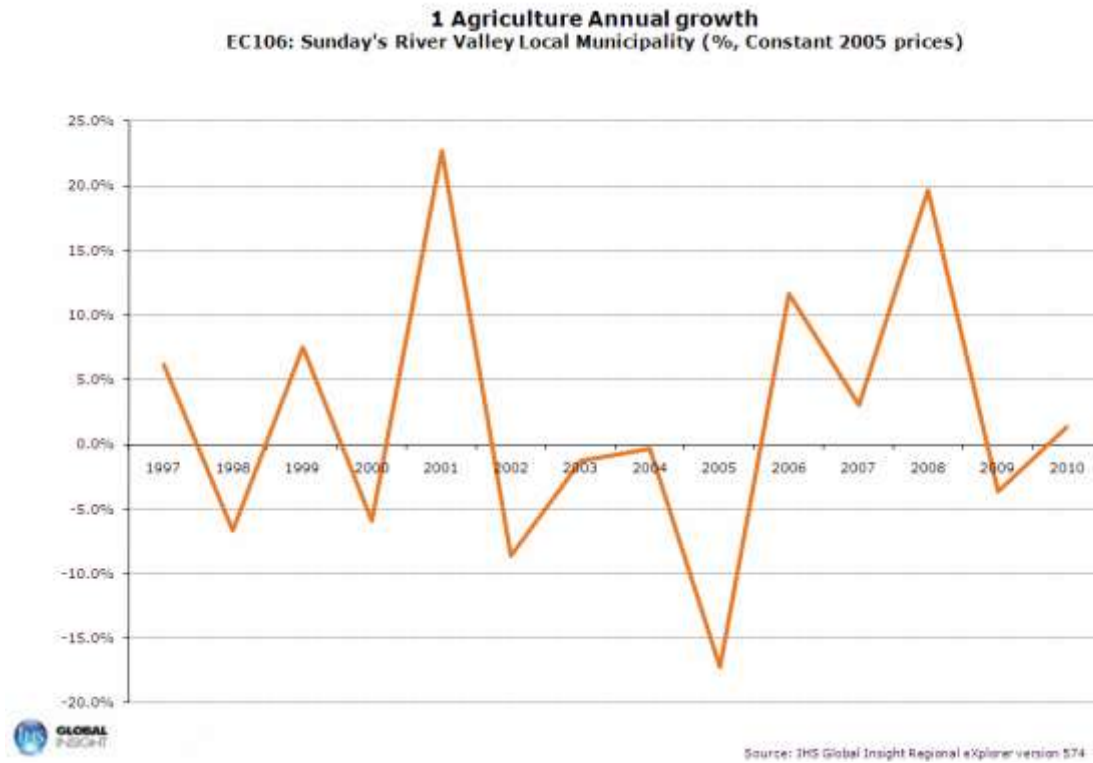
GVA-R Sectoral composition
EC106: Sunday's River Valley Local Municipality, 2010



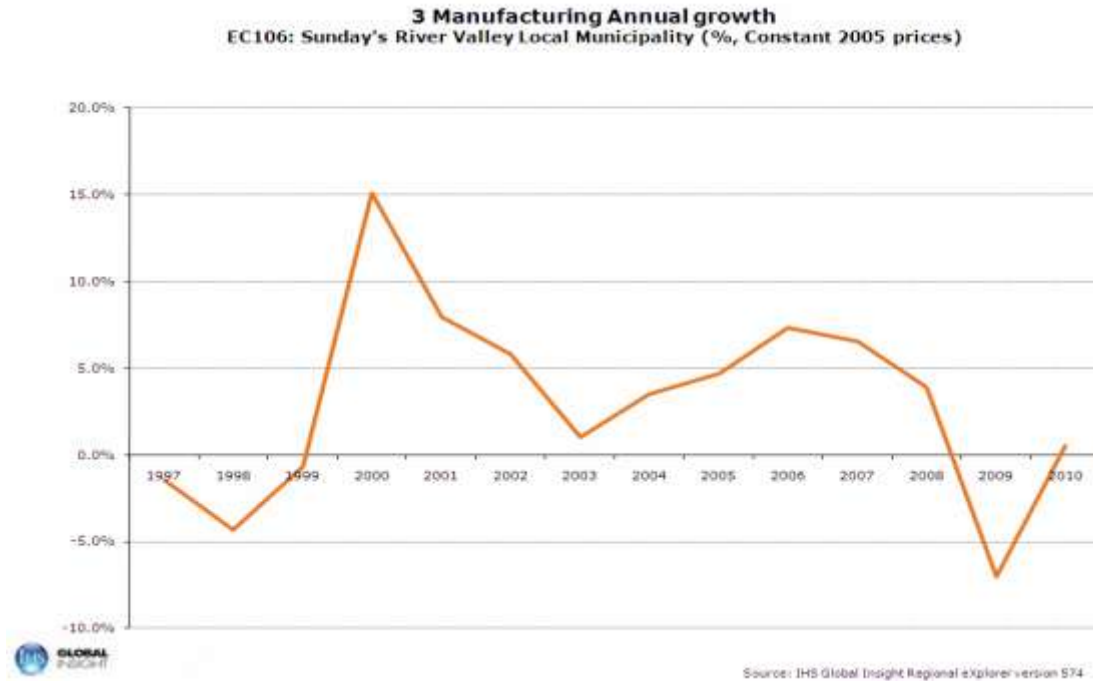
Source: DHS Global Insight Regional Explorer version \$74

2.7.4.3. GROWTH RATES OF KEY SECTORS

Agriculture as a key driving force in the economy indicates a strong “boom –bust” cycle.

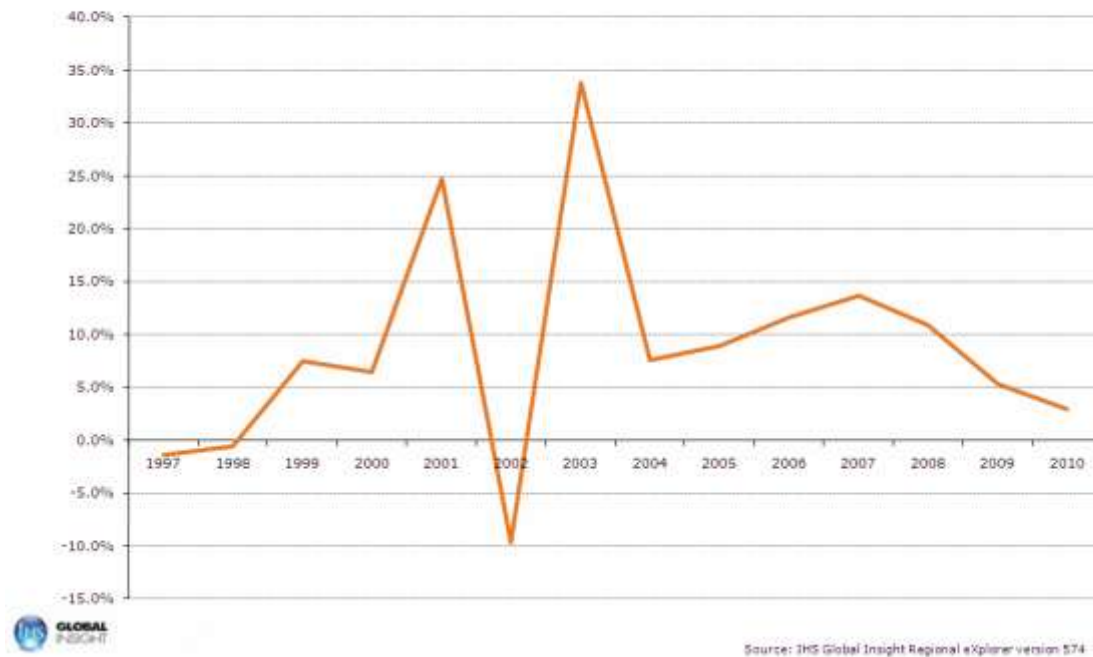


Manufacturing has been showing relatively weak growth over the past seven years and appears to have been hard hit by the recession.

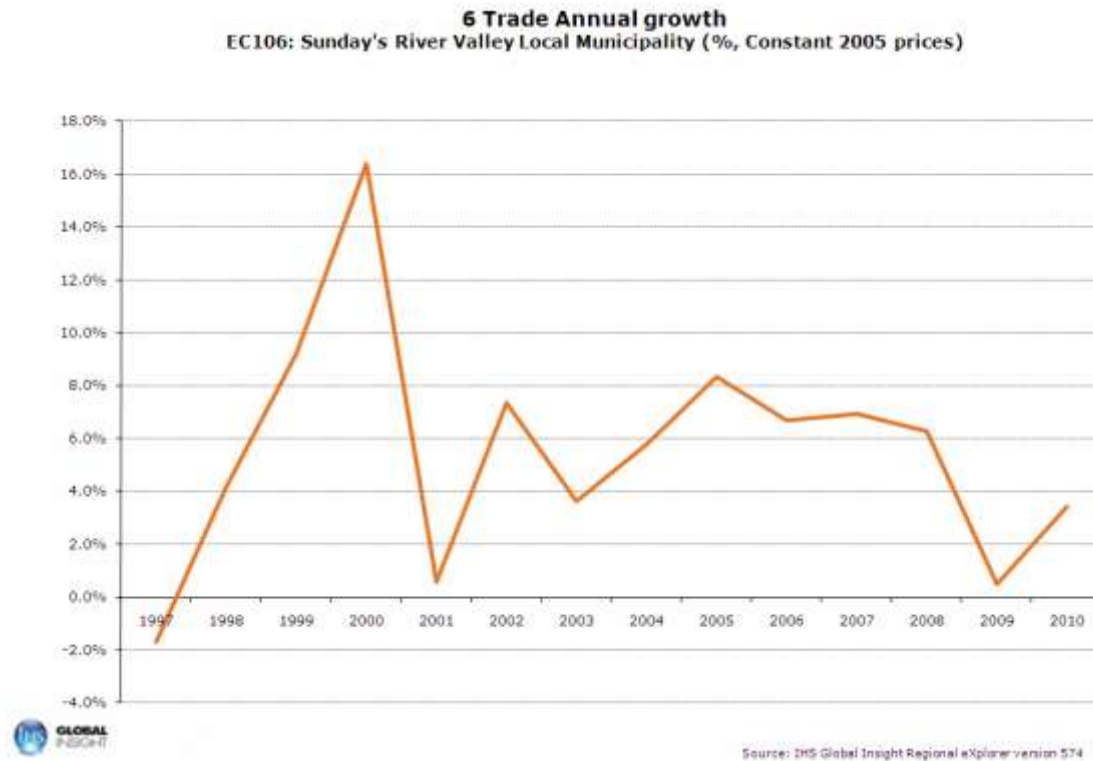


Construction growth has been highly cyclical with a progressive decline over the past four years.

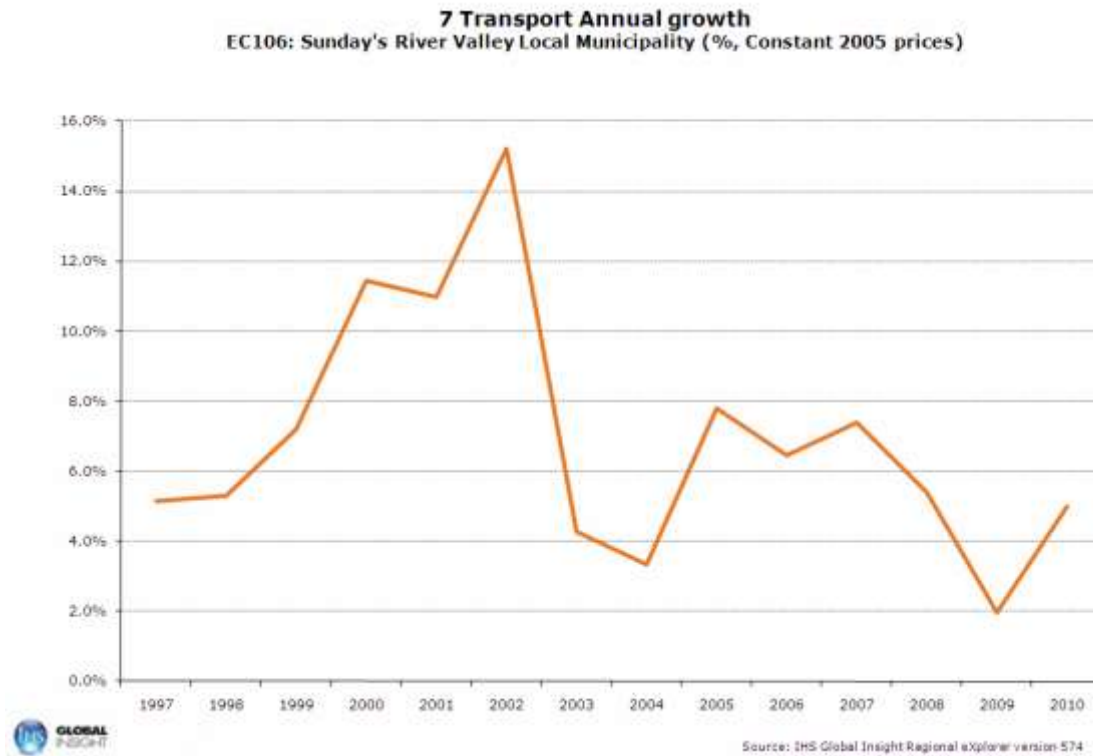
5 Construction Annual growth
EC106: Sunday's River Valley Local Municipality (%, Constant 2005 prices)



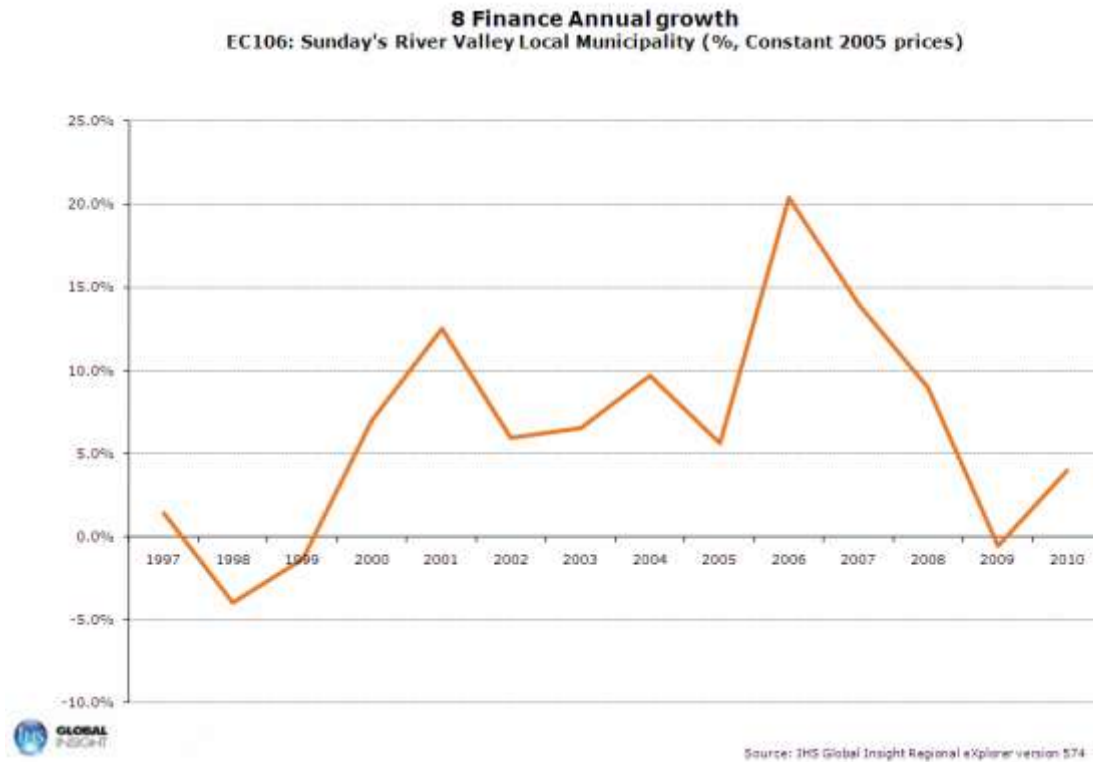
Trade has shown consistently positive growth since 2011 and appears to have recovered rapidly after the recession.



Transport has shown consistently positive growth and rapid recovery after the recession.

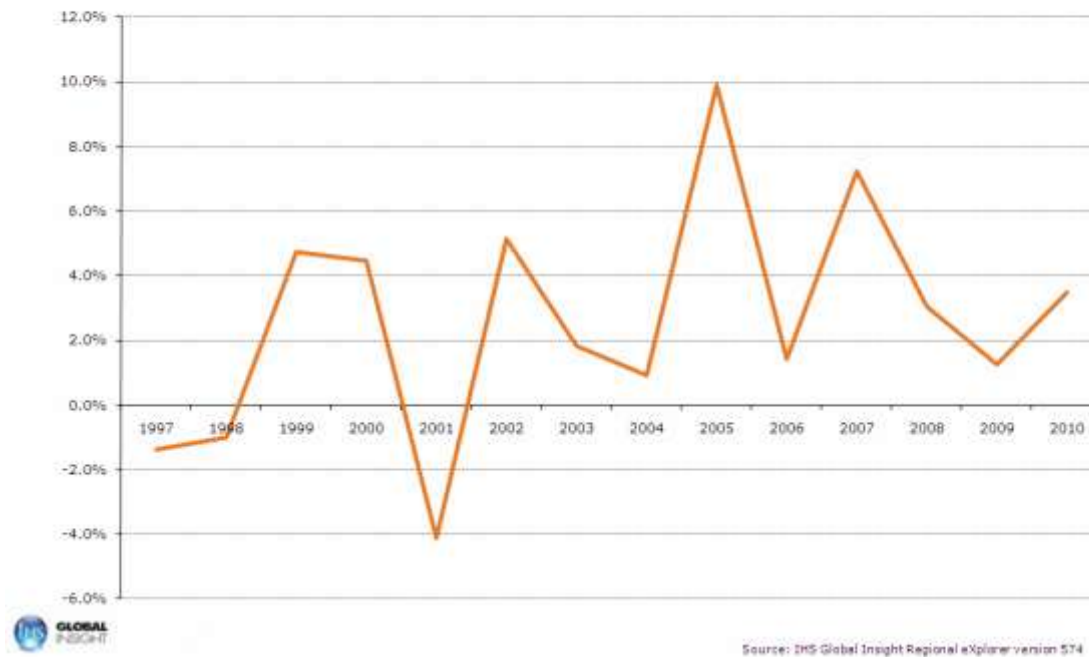


After a notable pre-recession property boom, finance is indicating positive growth once more.



Community Services has shown consistently positive if fluctuating growth since 2002.

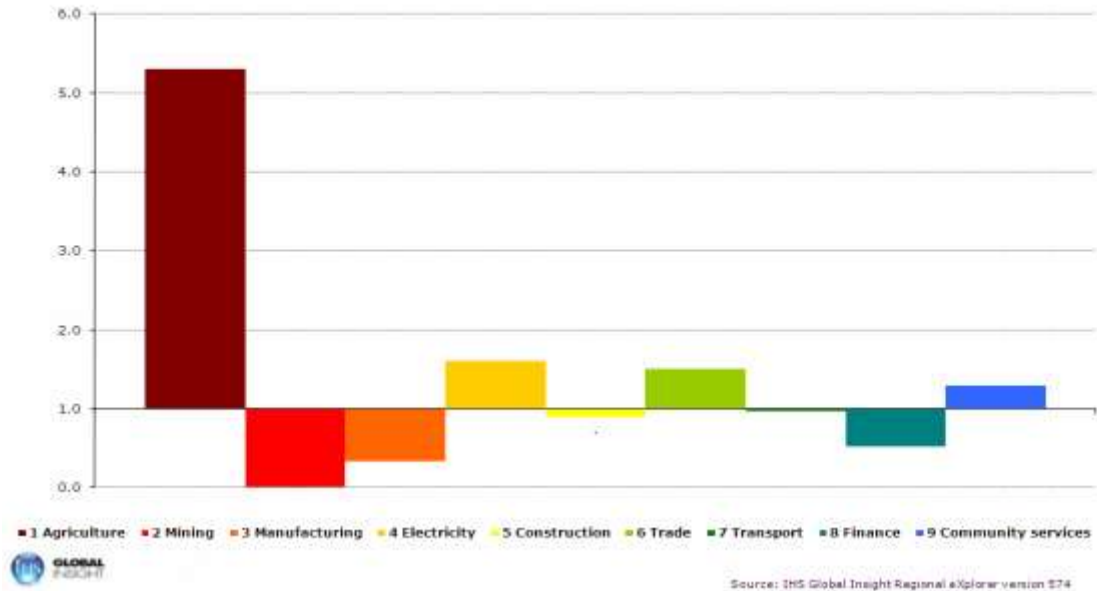
9 Community services Annual growth
 EC106: Sunday's River Valley Local Municipality (% , Constant 2005 prices)

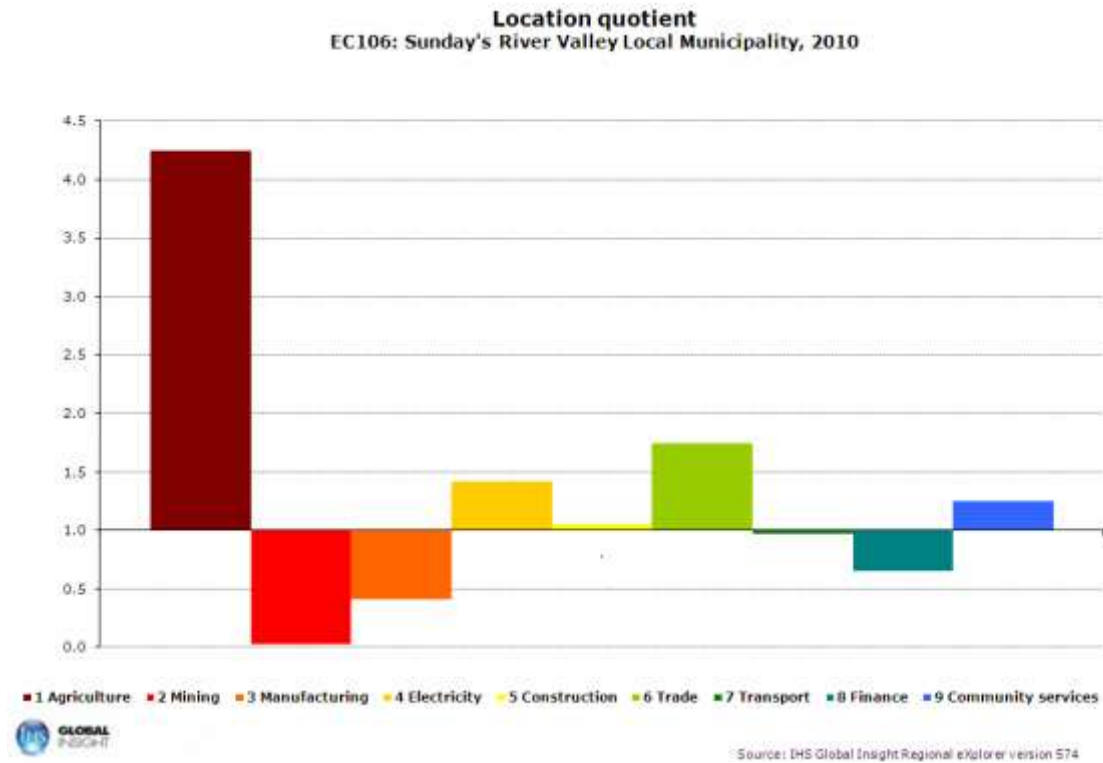


2.7.5. LOCATION QUOTIENT

SRV has strong specialization agriculture when compared with rest of South Africa but this is declining in favour of trade and community services.

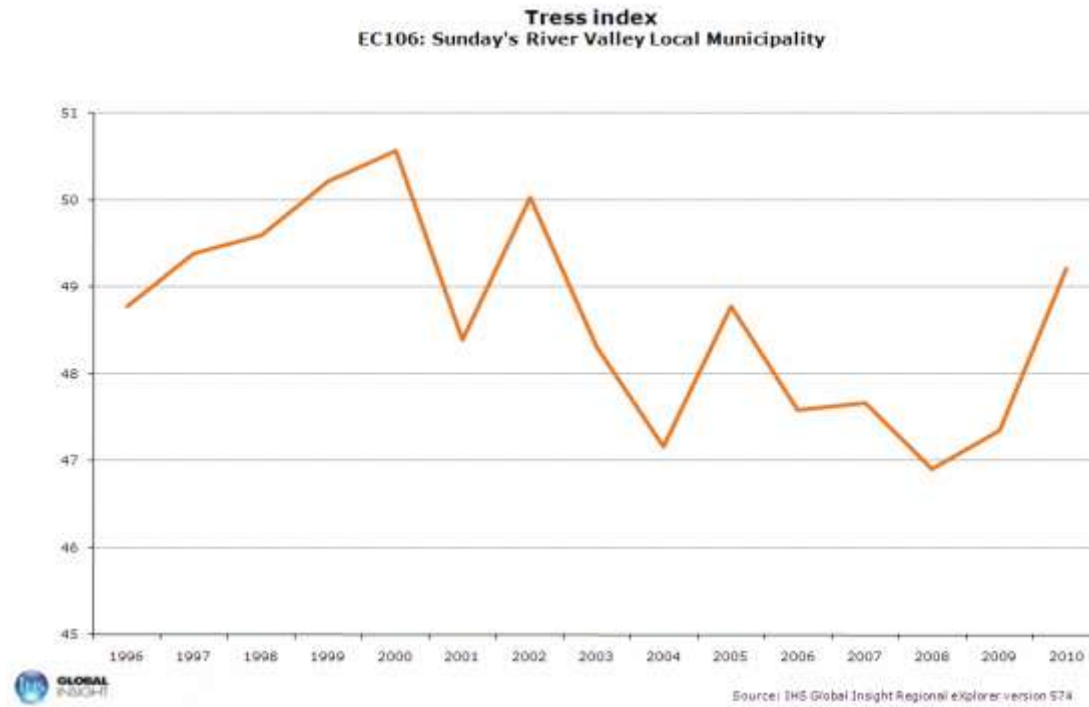
Location quotient
EC106: Sunday's River Valley Local Municipality, 2000





2.7.6 TRESS INDEX 1996 -2010

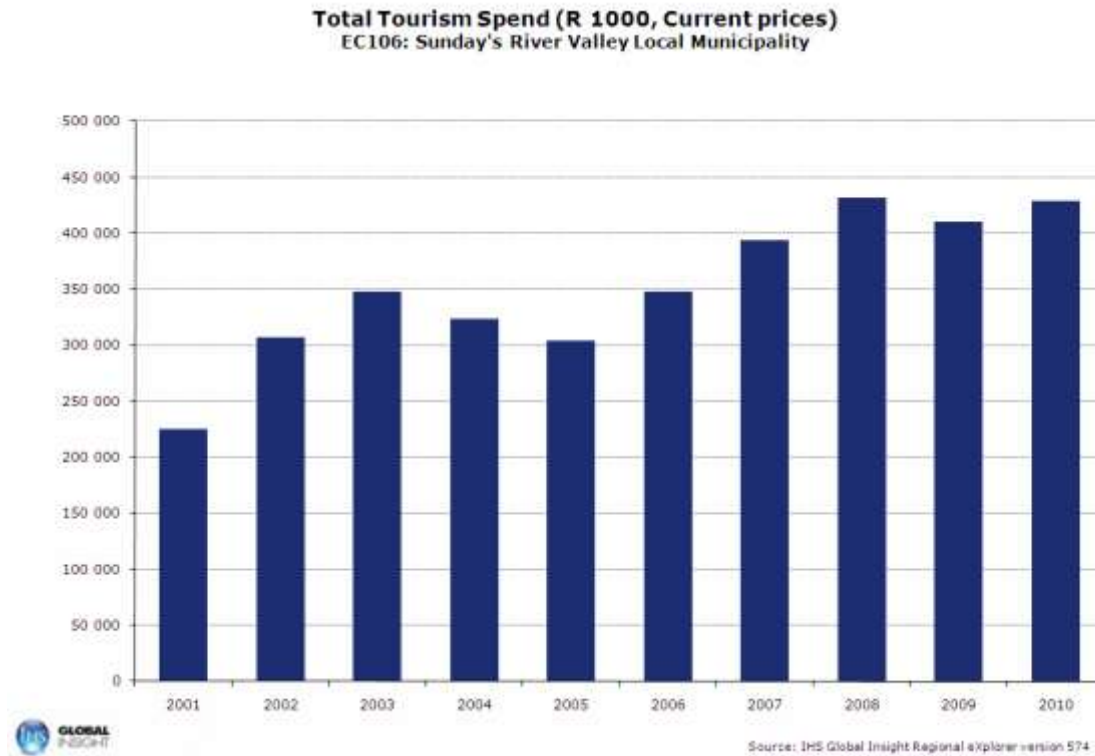
The Tress index indicates greater diversification of the economy.



2.7.7. TOURISM

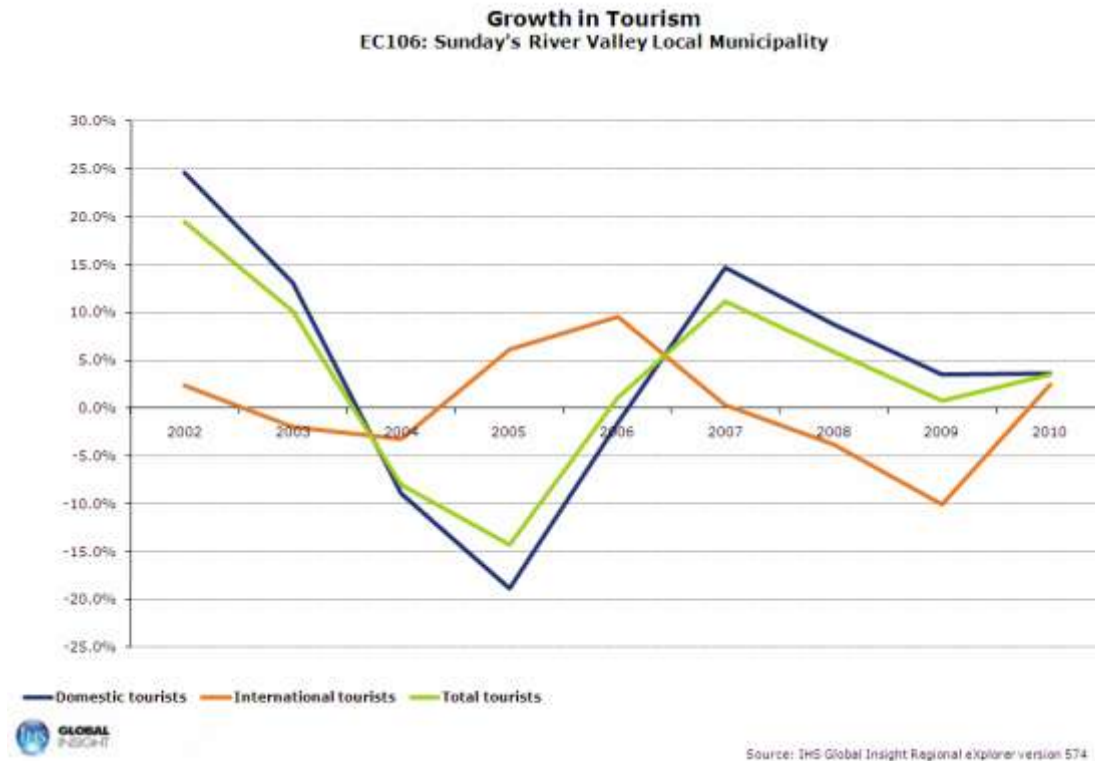
2.7.7.1. TOURISM SPEND

Tourism spend has shown rapid growth and has reached a plateau at R400 –R450 Million per annum



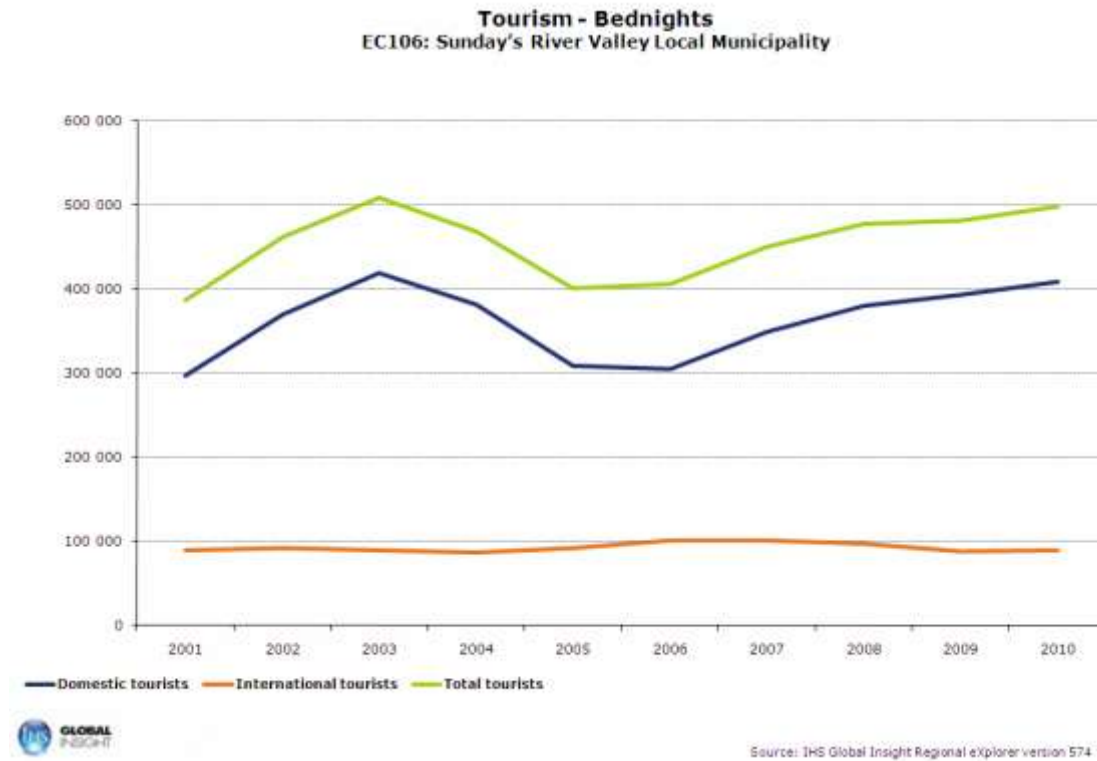
2.7.7.2. VISITOR NUMBERS

After a sharp decline, international tourism is rising again with domestic tourism remaining buoyant.



2.7.7.3. BED NIGHTS SOLD

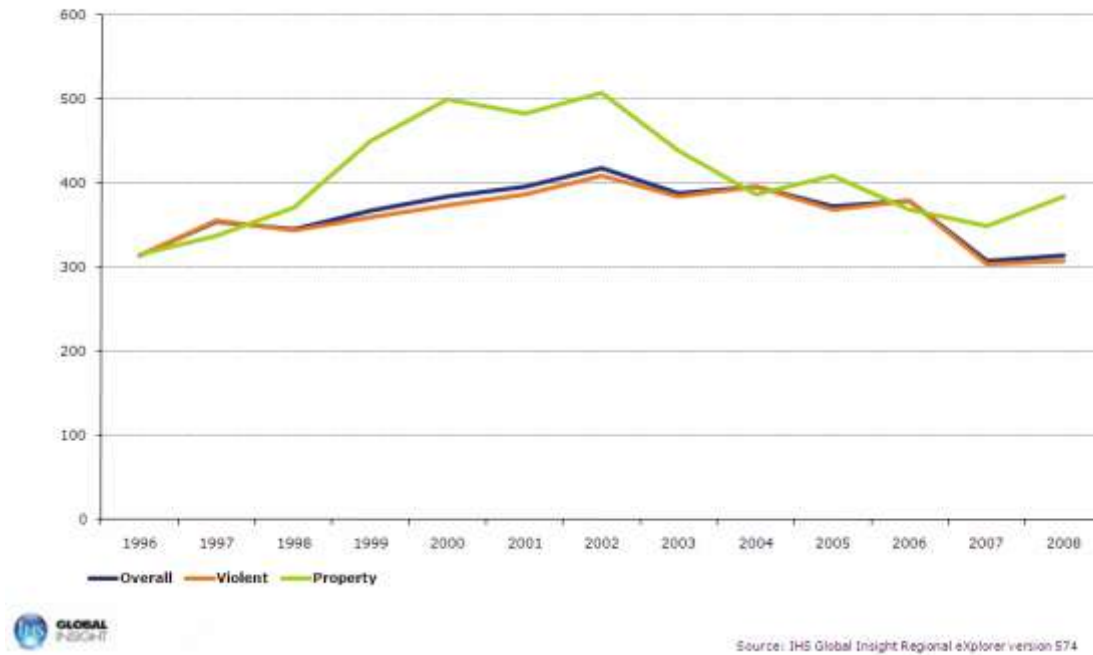
Bed nights sold to foreign tourists are staying relatively constant at about 100 000 per annum whilst bednights sold to domestic tourists are edging past the 400 000 mark.



2.7.8. CRIME

Both Violent Crime and Property Crime are showing positive downward trends, although are still at relatively high levels by international standards.

Crime Overview
EC106: Sunday's River Valley Local Municipality



2.8. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Municipality is in the process of improving its communication and access to information by all sectors of the community.

1.1 Ward Committees

The Municipality has eight (8) Ward Committees that were established as per the number of demarcated Municipal wards. The Municipality has adopted a Constitution for the ward committee that complies with the terms of reference for the establishment of the ward. New Ward committee members were inaugurated on 5 December 2011 and received training on 6 and 7 December 2011. All members will receive further training in 2012. To compensate for out of pocket expenses members receive a stipend of R350 per scheduled meeting. The Municipality is committed to ensure that it has a fully functional ward committee system.

1.2 Public Participation and Consultation

A public participation framework plan was work shopped and adopted by Council. The plan included an implementation plan. The consultation process is done through Council Outreach Programmes, Mayoral Imbizo's, Ward Committees, IDP formulation consultation and review process and IDP & Budget road shows. The Institutional Social Development Officer was appointed and he liaises with communities on all development projects taking place in the wards.

In August and September 2011 the Mayor has undertaken a 100 days service delivery programme where quick wins were identified for implementation within 100 days. This outreach also gave an opportunity to launch the IDP/budget process and to get issues from communities that were translated into IDP priorities for 2012/13. The mayor also hosted the Mayor's cup March 2012 to promote social cohesion true sport activities.

The municipality adheres to the IDP/Budget process plan as approved by Council. In November 2011 Council amended its IDP process plan in consideration of certain planned activities that could not be undertaken as per the time schedule.

1.3 Community Development Workers

CDW'S reports are not available to the municipality because they (CDWS) have an understanding that they are not accountable to the municipality, they account to the province. The municipality does not have insight or access to the reports and this issue was raised with the province but up to date is not yet addressed. Two wards do not have CDW's.

1.4 Communication Strategy

The municipality has established a Communication Unit. A Communication Officer was employed in January 2012 and the position is located in the office of the Municipal Manager. A draft communication strategy was developed with assistance from GCIS and Cacadu District Municipality. The strategy will be deliberated on by management, then stakeholder's forum on the 30 March 2012 before it reaches council for consideration in May 2012. A public viewing screen for the State of the nation Address was organized and around 500 people were transported from all wards to listen and engage with the District and local councilors on the content of the speech and how it links with the IDP priorities.

1.5 Intergovernmental Relations

A preparatory meeting to formally establish a local IGR structure was held in March 2012. Stakeholders were represented and local government and GCIS gave presentations on IGR, communication and induction of new Council on GCIS's role and responsibility.

There is however a functional IDP representative forum and LED Forum. The special programmes officer and local stakeholders participated in the development of the district-wide youth, women and disable policies and these will be cascaded to local municipality through internal processes. The municipality would appreciate any assistance in the form of funds or deployment of officials to conduct these workshops. Local transport Forum is functioning well. We participate in the Addo National Park Forum. The LED manager participates in the District Economic Development Forum and District support team. The Local Aids Council was established but is not functional since the HIV-Aids coordinator left the organization. The Mayor, Municipal Manager and CFO do attend Mayor's Forum, MM's Forum and CFO's Forum respectively. MuniMEC engagements are also attended by the Mayor and the Municipal Manager. Technical services attend PMIIT quarterly meetings.

Some sector departments do attend IDP representative forum meetings but the attendees at local level are not given decision-making powers (not strategic managers) as a result their presence is often not effective.

Assistance is required in the development of IGR policy framework for a local municipality.

SRVM participates in the initiatives for inter-municipal planning around the Performance Management Systems. The District is planning to establish a district PMS forum. SRVM has requested support from the District to use their e-PMS tool.

1.6 Legal Matters

The Municipality does not have a legal unit and has outsourced legal services during 2009/10 to four service providers.

1.7 Audit

The municipality received a qualified audit opinion after three years of disclaimers and the basis for such was among others:

- Leave forms not completed
- Prior year comparative information that could not be reconciled with 2010/11 financial year
- Irregular and fruitless expenditure
- Unregistered landfill sites

The Municipal Public Accounts Committee has invited a representative from the Office of Auditor General and the Chairperson of the Audit Committee in their oversight committee meeting to advice on matters that need attention for Council to progress to an unqualified opinion. An audit implementation plan is in place and it is an annexure in the annual report 2010/11.

POLITICAL GOVERNANCE STRUCTURES

WARD

CLLR MW KEBE	-	WARD 1 (ANC) (MAYOR)
CLLR F ADAMS	-	WARD 2 (ANC)
CLLR J STEFANA	-	WARD 3 (ANC)
CLLR I MANENE	-	WARD 4 (INDEPEND)
CLLR Z QUSHEKA	-	WARD 5 (ANC)
CLLR S H RUNE	-	WARD 6 (ANC)
CLLR I WAGENAAR	-	WARD 7 (DA)
CLLR B C SNOEK	-	WARD 8 (ANC)

PR

CLLR K SMITH	-	(DA)
CLLR J S DELPORT	-	(DA)
CLLR BAM FINNIS	-	(ANC)
CLLR T R GROOTBOOM	-	(ANC)



CLLR P R BLOU	-	(ANC)
CLLR E JAGERS	-	(ANC)
CLLR Z A LOSE	-	(ANC)
CLLR N G HAWU	-	(ANC)

PUBLIC ACCOUNTABILITY

Ward committees

Ward 1

Name of representative	Capacity/ entity representing
Msondezi Andries	
Thuthiwe Scritch	
Mzukisi Scritch	
Linda Qasha	
Hilda Williams	
Msimelelo Mazungula	
J. Mokweni	
Bongiwe Tyhali	
X. Mazungula	
N. Nqakula	

Ward 2

Name of representative	Capacity/ entity representing
Stamboel Winston (M)	Sport and Recreation
Momo Vuyani (M)	Disabled
Nkebe Butana (M)	Culture
Plaatjies Martha (F)	Education
Rooibaart Luvu (M)	Sport and Recreation
Stamboel Winston (M)	Sport and Recreation
Gumenge Jane (F)	Women
Jones Gregory (M)	Municipal Affairs
Ludick Jannie (M)	Health
Elsabie Adams (F)	Safety and Security
Gila Ntombosindiso (F)	Religious

Ward 3

Name of representative	Capacity/ entity representing
Mqonsisi Gunya	
Pin-Pin Sokhiya	
Noluthando Koba	
Mqonsisi Gunya	
M.M. Tsili	
Mkhulili Saki	
Xolisa Ngqandu	
Pat Van Rooy (M)	
M.M. Tsili	
Mkhulili Saki	

Ward 4

Name of representative	Capacity/ entity representing
Sicelo Vayo	
Zolile Nidika	
Ntombizodwa Dike	
Nophelo Nqwelo	

Elaine Gallant	
Fred Pikoli (Alternative)	
Sydney Zondani	
Nomathemba Dlala	
W. Ngxovu	

WARD 5

Name of representative	Capacity/ entity representing
Mzimasi Nodonti	
Thozama Dlala	
Nontuthuzelo C. Mbuyazwe	
Lindelwa C. Xhayimpi	
Fumanisile J. Saki	
Andile Thomas	
Nkululeko Brikwa	
Bongiwe Mpi	
Welcome Tyhali	

WARD 6

Name of representative	Capacity/ entity representing
Maureen N. Dayimani	
Julia Mabele	
Zolile Sajini	
Khaya Conini	
Buntu Cikolo	
Mzimkhuly W. Thys	
Vuyelwa E. Hanabe	
Mabhulwana N. Handile	

WARD 7

Name of representative	Capacity/ entity representing
C. Smith (M)	
Elsie kamen (F)	
Kuri Hlantlalala (M)	
Nelson Scritch (M)	
Francis Bayman (F)	
Joseph Smith (M)	

Ronichia Sauli (F)	
Thinus Vermaak ???	
Keis Former (M)	
Kerneels Pietersen(M)	
George Martins (M)	

WARD 8

Name of representative	Capacity/ entity representing
Mangcaka (F)	
Ziyanda Nyanti (F)	
Zoleka Matomela (F)	
Mr. Koeberg (M)	
Mr. Ruiters (M)	
Sibonile Sibaca (M)	
Mitha Kivido (F)	
Cecil Botha (M)	
Vukile Peter (M)	
S.C. Moni	

2.9. INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

2.9.1. Organisational structure

- The entire organizational structure was reviewed in May 2011 and approved by the previous Council
- The approved staff complement for the Municipality is 263.
- Due to financial constraints there are currently 167 filled positions which include 12 critical positions in finance, the municipal manager and one internal audit intern.
- All positions are currently benchmarked for market related remuneration
- The Municipality has an approved organogram which is reviewed by departments as and when necessary.
- Two departmental heads have been appointed on a five year contract and two acting positions in community services and technical services need urgent attention.
- 19 positions that were temporal were converted to permanent positions.
- Each identified project in the IDP has been assigned to a specific department of the Municipality.
- The head of that specific department takes primary responsibility for the implementation of the projects assigned to his department. In many instances the project requires input from various departments, but it still remains the responsibility of the department that has been assigned with the primary responsibility to ensure that the project is implemented

Staff Complement

Directorate	Position on Structure	Filled Positions	Vacant Funded
Municipal Manager	13	6	1
Corporate Services	28	19	1
Financial Services	37	24	10
Technical Services	76	41	5
Community Services	109	80	10
TOTAL	263	170	27

2.9.2. Internal Policies

An essential requirement for rendering services requires that political office bearers and public managers work jointly in formulating policies of an institution. Public managers are tasked with the responsibility of making policies, implementing policies and analysis and evaluating the impact these policies have on general welfare of the people.

The Municipality has over the past years adopted a plethora of policies with the primary objective of running a clean administration on the principles of good cooperative government. In addition, the policies are intended to be reviewed on annual basis to test their relevance and compliance with the strategic objectives of Council. The following policies and plans have been reviewed (some developed) and approved in terms of the turnaround plan of Council

- Delegation of authority
- Standing rules and orders
- Education and development policy
- Telecommunication policy
- Staff retention
- Telecommunications
- Staff transfer
- Health and safety policy
- HR Plan
- Fraud Prevention policy

2.9.3. Human Resource Management

This human resource plan therefore takes into account the strategic priorities of the Municipality and has through the consultation process identified key strategies to close the gap between demand and supply of human resources.

This can be done through the implementation of the following HR Planning Strategic Objectives:

- Full implementation of Performance Management System
- Development of integrated Human Resource Plan and monitoring of its implementation.
- Development, review and implementation of HR policies, procedures, guidelines and process flows.
- Promote transformation through implementation of Employment Equity Programmes.
- Facilitate the implementation of Organisational Development interventions through implementation of Job Evaluations, Job Descriptions and updated organizational structure.
- Ensure that the municipality has competent employees through continuous capacity development and organisational development initiatives.
- Facilitate and maintain provision of human resources, conditions of service, human resource information system and implementation of wellness programmes.
- Fully implement disciplinary grievance and dispute procedures.
- Handling crisis and difficult human relations situations.
- Proving the communication link between the workforce and the organisation management

2.9.3.1 Employment Equity Plan

The Employment Equity Act (55 of 1998) addresses the legacy of our country regarding race, gender and disability. The Act is intended to ensure that the workplace is free of discrimination and that employers take active steps to promote employment equity. Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve Employment Equity. Furthermore, the Municipality is committed to ensure that the administration of the Sunday's River Valley is more broadly representative of the communities it serves and to create an organizational culture that is non-discriminatory. SRVM has an Employment Equity plan in place for the period of 2009-2014. the equity and training committee that has also been established shall monitor the implementation of the plan on a quarterly basis through meetings. The Head of departments (section 57 managers) shall play a vital role in the implementation of the plan through selection and placement strategies.

The human resources section provides quarterly update on the relevant stakeholders, namely

- LOCAL LABOUR FORUM,
- FINANCE & ADMINISTRATION STANDING COMMITTEE,
- MANAGEMENT MEETINGS,
- Department of Labour
- DPLG,
- RECRUITMENT & SELECTION PANELS

The implementation will also include monitoring, evaluating, reviewing and renewing the plan and reporting on progress.

The summary of the act has been displayed in all council offices. Council has complied with the Employment Equity Plan in terms of 2010/11 Annual targets and 2011/12 targets are still due.

2.9.3.2. Skills Development Plan

- The Skills Development Act of 1998 requires employers to plan and implement learning that will enable employees to acquire skills and qualifications that will enhance their performance, whilst also optimizing the organization's functioning.
- The Municipality is committed to implementing its IDP and the key to this is ensuring that further learning programs and skills development are informed by the Plan, which is regularly updated in compliance with the Act.
- The Workplace Skills Plan is submitted annually to LGSETA by 30 June.
- The Skills Development is in place and the Equity and Training committee and Finance and Administration standing committee monitor the implementation of the plan on a quarterly basis through meetings.
- Education and training development plan is in place and 79 and 79 staff members were trained by 30 June 2011

The municipality had concentrated its efforts to training that is more technical in nature. However, it is acknowledged that to achieve diversity in the workplace, the municipality needs to consolidate its training interventions with goals that have been set in respect of Employment Equity Plan.

Our skills development focus is informed by the underlying government programme and the critical skills shortages identified through the District EGDS.

Accelerated Shared Growth Initiative in South Africa (ASGISA)

- ⊕ Education and skills development
- ⊕ Eliminating the second economy
- ⊕ Human resource training
- ⊕ Expanded Public Works Programme
- ⊕ Youth skills training
- ⊕ Governance and institutional interventions
- ⊕ Skills problems identified in Project Consolidate
- ⊕ Deployment of graduates
- ⊕ Expenditure management

ASGISA mandated DPLG to consider the following in respect of municipalities:

- ⊕ To improve the capacity of local government to support local economic development
- ⊕ Intervention in the EPWP
- ⊕ New elements of EPWP: Early Childhood Development component, home-based care

Joint Initiative on Priority Skills Acquisition JIPSA

- ⊕ Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme.
- ⊕ Development of ICT (information and communication technology) skills, which is a priority area for ASGISA.
- ⊕ The recruitment, retraining and employment of unemployed graduates.
- ⊕ Engineering and planning skills
- ⊕ Artisan and technical skills, especially in infrastructure development, housing and energy.
- ⊕ Management capacity in education and health
- ⊕ Mathematics, science, ICT and language competence in public schooling.

The following table represents a skills plan training programme for 2012/2013

TRAINING IMPLEMENTATION PLAN JULY 2012 – JUNE 2013

REPORT & MINUTE TAKING: JULY 2012

No. of CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
3	Councillor Corporate & MM Office	Report Writing Minute Taking	Entecom Consultants	Services Seta		

ASSET MANAGEMENT

No. of CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
3	Finance	Asset management				

AUGUST 2012: WELDING

No of CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
12	Technical Services	Welding	ETC	Services Seta		

PUBLIC PARTICIPATION FOR WARD COUNCILLORS

No of CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
7	All Ward Cllrs	Public Participation				

SEPTEMBER 2012: TIME MANAGEMENT

No CANDIDATE	of	DEPT.	COURSE	PROVIDER	ACCREDITATION		
2		Community Services	Time Management	NMMU	CHE		

OFFICE MANAGEMENT

No CANDIDATE	of	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
2		Community Services	Office Management				

LIBRARY INFORMATION RETRIEVAL TRAINING

No CANDIDATE	of	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
2		Community Services	Office Management				

OCTOBER/NOVEMBER 2012: ELECTRICITY TRAINING

No CANDIDATE	of	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
5		Technical	Electricity				

FEBRUARY 2013: INTERMEDIATE COMPUTER TRAINING FOR CLLRS

No CANDIDATE	of	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
12		Speaker	Intermediate Computer				

MARCH 2013: EMPLOYEE ASSISTANCE PROGRAMME

CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
Members of the Committee	All Department	EAP				

OCCUPATIONAL HEALTH AND SAFETY TRAINING

CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
Members of the Committee	Occupational Health and Safety Committee	OHS				

APRIL 2013: TRAINING FOR CLLRS ON GOVERNANCE

CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
All Cllrs	Speaker	Governance				

CAPACITATION OF EE AND TRAINING COMMITTEE

CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
Members of EE & Training Comm	All Depts	Capacitation of EE & Training Committee				

MAY 2013 :MFMA TRAINING FOR CLLRS**ASSET MANAGEMENT**

CANDIDATE	DEPT.	COURSE	PROVIDER	ACCREDITATION	DATE	TOTAL
All Cllrs	Speaker	MFMA				

2.9.4. Institutional Risk Assessment

Risk management is a continuous, proactive and systematic process, affected by the municipality's executive authority, accounting officer, management and other personnel, applied in strategic planning and across the municipality, designed to identify potential events that may affect the municipality, and manage risks to be in its risk tolerance, to provide reasonable assurance regarding the achievement of municipal objectives. Sundays River Valley Municipality needs to take risk management seriously, given the fact that it comes out of administration. It is critical that we have an internal risk management official and not rely on external service providers who would do an assessment once a year with no internal and regular monitoring and evaluation process.

The department of Local Government through the operation clean audit specialists has assisted the municipality in developing a risk register. The following table presents a common integrated approach which may be used across departments.

Common risk management process and related activities

Risk identification	
Identifying issues, municipal operating context	<ul style="list-style-type: none"> ▪ Defining the problems or opportunities, scope, context (social, culture, scientific evidence, etc.) and associated risk issues. ▪ Deciding on necessary people, expertise, tools and techniques (for example, scenarios, brainstorming, and checklist). ▪ Performing a stakeholder analysis (deterging risk tolerances, stakeholder position, and attitudes).
Risk assessment	
Assessing key risk service delivery areas	<ul style="list-style-type: none"> ▪ Analyzing context/ result of environment scan and determining types / categories of risk to be addressed, significant municipal- wide issues, and vital local issues.
Measuring likelihood and effect	<ul style="list-style-type: none"> ▪ Determining degree of exposure, expressed as likelihood and impact, of assessed risk, choosing tools. ▪ Considering both the empirical / scientific evidence and municipal service delivery context.
Ranking context	<ul style="list-style-type: none"> ▪ Ranking risk, considering risk tolerance, using existing or developing new criteria and tools.
Responding to risk	
Setting desired result	<ul style="list-style-type: none"> ▪ Defining objectives and expected outcomes for ranked risks, short / long term.

Developing options	<ul style="list-style-type: none"> Identifying and analysing options—ways to minimize threats and maximize opportunity—approaches, tools.
Selecting strategy	<ul style="list-style-type: none"> Choosing a strategy, applying decision criteria – result –oriented , problem /opportunity driven Applying, where appropriate, the precautionary approach/principle as a means of managing risks of serious irreversible harm in situations of scientific uncertainty.
Implementing strategy	<ul style="list-style-type: none"> Development and implementing a plan through commitment of resources
Monitoring and evaluation	
Monitoring , evaluating and adjusting	<ul style="list-style-type: none"> Learning, improving the decision-making /risk management process locally and organizing –wide , using effectiveness criteria , reporting on performance and results.

The ultimate outputs of the business risk identification exercise are as follows:

- The identification and rating of business risks that have the highest potential to impact (positively or negatively) on the achievement of the Sunday's River Valley Municipality's business objectives.
- It is a valuable tool and reference source for management, assisting management in identifying and/or managing business risks including financial, operational, compliance, reputational and strategic risks.
- The initial business risk profile will form the basis of an on-going review and re-rating process of business risks of the Sunday's River Valley Municipality, and will also assist with the determination of the proposed focus of the detailed internal audit approach (i.e. detailed audit plan) for the Sunday's River Valley Municipality. The extracts from the report that follows indicate the value of this tool in setting the direction for institutional transformation.

Sundays River Valley Municipality has conducted the review of its risk plan through the assistance of Operation Clean Audit specialist in consultation with senior and middle management staff. Treton service provider has further refined the risk plan and was approved by Council on the 31 May 2012.

2.9.5 MUNICIPAL POWERS AND FUNCTIONS

The Constitution (Chapter 7, section 152(1) and (2) as well as Section 153 (a) and (b) obliges and outlines the functions and services that are to be performed by local government. The Sundays River Valley Municipality (SRVM) obtains these functions through either allocation by legislative framework, Authorization by Minister of Provincial and Local Government or adjustment by the Provincial MEC for local government. The underlying table specifies some out of a number of functions that SRVM performs.

Function	Service Authority	Service Level Agreement (SLA)	Capacity
Air Pollution; Noise Pollution	District & SRVM	YES	SRVM has adequate staff and equipment to provide the service in the entire area and there are no backlogs; by-laws in place
Building Regulation	SRVM	N/A	2 Staff members perform the function and there are no backlogs; by-laws in place
Child Care Facilities	SRVM	NO	3 Staff members; External Service providers (Sinethemba) also utilised
Electricity Reticulation	SRVM	YES	Two staff members are able to monitor external service provider (Eskom) and service backlogs are estimated to be addressed in line with housing development; by-law in place
Fire Fighting	SRVM	YES	9 Staff members allocated; by-laws in place financial challenge
Local Tourism	District & SRVM	YES	Inadequate staff within the municipality but that is complemented by very efficient local tourism forum. LTO in process of being registered as an NPO. LTO constitution in place.
Municipal Planning	SRVM	NO	4 Staff members perform the task; Rezoning applications are timorously attended to and land use development applications are properly administered
Storm Water Management	SRM	N/A	20 Staff members perform the functions in urban are only. Backlogs will be addressed within 2 years
Trading Regulation; Street trading	SRVM	N/A	By-law in place
Potable Water	SRVM	N/A	5 Staff members perform the function adequately despite the fact that there are 5 vacancies. There are no backlogs
Sanitation	SRVM	N/A	Function performed by SRVM as per section 84(3) of Municipal Structure Act. Backlogs estimated to be

			addressed within 4 years. 17 staff members can adequately perform the functions. 6 vacancies will be filled as and when required.
Beaches & Amusement Facilities	SRVM	N/A	3 Staff members perform the functions and by-laws are in place

2.9.6. Performance Management System (PMS)

The municipality has developed and reviewed its performance management policies for 2011/12 financial year. Council has adopted the plans and were subsequently forwarded to relevant departments together with the performance agreements of four directors. There are challenges with respect to the municipality's performance policies in that the SDBIPs developed do not align with performance agreements in terms of the weighting for evaluation purposes and that may give rise to abuse when performance bonuses are to be considered. These policies will be reviewed for 2012/13 and credible SDBIPs will also be developed.

The Performance Management System of all Local Authorities is guided by the Government: Municipal Systems Act, and the Local Government: Municipal Planning and Performance Management Regulations, Structures Act and Municipal Finance Management Act. Chapter 3 of the Regulations outlines the nature of a Performance Management System, the adoption of a Performance Management System, the setting up of key performance indicators and general key performance indicators, the review of key performance indicators, the setting up of a performance target and monitoring measurement and reviewing performance.

Objectives of Performance Management System

The objectives of a Performance Management System are listed below:

- To clarify goals and priorities of the Municipality
- To monitor, support and improve processes
- To improve service delivery
- To provide early warning signals
- To enable learning and improvement
- To ensure accountability and transparency
- To ensure legislative compliance
- To promote community participation in local governance
- To instill a culture of performance amongst employees

Our IDP enables the Municipality to achieve its planning process and also ensures performance management in terms of the implementation, monitoring and evaluation. It is of paramount importance that the Municipality to periodically review its organisation and employee' performance through submission of quarterly, mid-term and annual reports to Council for consideration. .

Definition of PMS Related Concepts

TERMINOLOGY	EXPLANATION
Performance Management System (PMS)	<p>A strategic approach that provides a set of tools and techniques to regularly plan, monitor, measure, and review performance at both centralize and employee levels.</p> <p>Performance management is a system that is used to make sure that all parts work together to achieve set goals and targets. The approach is based on integrated balanced scorecard method that takes into account financial, internal business, customer and learning and growth perspectives.</p>
Key Performance Areas (KPAs)	Key areas of responsibility of individual employees
Objective	Statement about what outcomes the Municipality wishes to achieve
Key Performance Indicators (KPIs)	Measures (qualitative and quantitative) that tell a person whether he/she is making progress towards achieving the Municipality's objectives.
Input indicators	An indicator that measures equipment, resources, economy, effectiveness, efficiency and equity
Output indicators	An indicator that measures results
Outcome indicators	An indicator that measures the impact of reaching the target
Key Performance Elements (KPEs)	Components of a Key Performance Area.

TERMINOLOGY	EXPLANATION
Baseline indicators	Baseline indicators inform employees what the <i>status quo</i> is at the beginning of the year
Performance targets	Planned level of performance or milestones an employee or Municipality sets for itself in respect of each indicator identified
Target dates	The deadline applied to the performance target
Performance plan	Plan of agreed Key Performance Areas, Objectives, Key Performance Indicators and Targets covering a period of twelve months and assessed quarterly.
Annual performance review cycle	Continuous period of 12 months: 1 July to 30 June
Review	Within an evaluation cycle, four (4) performance reviews/assessments will take place, which means an assessment of employees, directorates and the Municipality to monitor progress, resolve problems and adjust performance outputs, as part of the performance cycle.
Section 57	Person appointed in terms of Section 57 of the Municipal Systems Act (Act 32 of 2000) (This includes the Municipal Manager and all Directors reporting directly to the MM and who operate in terms of a performance agreement.
Non-Section 57	All employees not directly reporting to the Municipal Manager and who operate in terms of a performance plan.

Relationship between IDP, PMS and Budget

The relationship is measured in terms of the key performance areas, which means programme for example, provision of electricity, water and road infrastructure. Indicators, that is number of households connected, which leads to targets for example 15 000 household connected in a given particular year. The overall realisation of the IDP is the Budget as a tool to implement the plan. The step below are undertaken to implement Performance Management System.

Step 1: Planning for performance

Performance management involves the setting of key performance areas, indicators, targets and objectives for the Municipality. There is a particular sequence on how to approach the process for example setting benchmarks for performance management.

Key Performance Areas

It must be noted that, Key Performance Areas are derived and transferred directly from the IDP to the SDBIP, which form the basis for a Performance Management System for example provision of water, electricity, refuse collection etc.

Objectives

The objectives should be specific, outcome, impact-orientated and should not be general statements, for example to ensure that all households in municipal demarcated areas have access to portable water.

Key Performance Indicators

The SMART principle should apply with regards to Key Performance Indicators, which states that each indicator must be:

Specific: Each KPI must be clear and concise.

Measurable: A KPI should not be vague and general, but measurable, e.g. 'number', '%' or targets.

Achievable/Attainable: A KPI should be within reach.

Realistic: Can it be done taking into account constraints?

Time bound: Can it be achieved within a certain timeframe?

Performance Targets

Performance targets should be realistic and measurable and should correspond to available resources.

Integration between 'organisational' and 'employee' performance management

The organizational scorecard emanates from the upper layer of the municipality's institutional SDBIP. The targets are filtered through to the various departments, which forms the basis for Section 57 performance contracts. In terms of the high level SDBIP, the KPIs are further filtered down to divisions and or units. The process is then cascaded down in the same manner to all levels.

SRVM has only managed to cascade its SDBIP to middle managers and intends to roll it out to all employees in 2012/13 financial year.

Step 2: Monitoring Performance

Monitoring as a management tool is the observation or verification of project activities to check if they are happening according to planning and whether resources are being used efficiently and effectively. A continuous flow of information it is therefore a key to enhance decision making, which among other things requires data collection and comparisons to be made. Monitoring produces results to be used for evaluation.

Step 3: Measuring Performance

To measure performance over the year, quarterly targets are added to the performance scorecard template.

Step 4: Performance Evaluation

Evaluation is a careful and systematic retrospective assessment of the design, implementation and results of activities. The aim of evaluation is to determine the value of the fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

Step 5: Performance Reporting

At a managerial/subordinate level, performance should be monitored daily. Organisational performance is reported quarterly, bi-annually and annually. In addition to formal reporting, the political leadership also reports to communities regularly through outreach programmes.

Reporting mandates and recipients are reflected below:

Frequency and nature of report	Mandate	Recipients
Quarterly progress report	Section 41 (1) (e) of the Systems Act, Section 166 (2) (a) (v) and (vii) of the Municipal Management Finance Act (MFMA) and Regulation 7 of the Municipal Planning and Performance Management Regulations.	<ol style="list-style-type: none"> 1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Audit Committee
Mid-year performance assessment (assessment and report due by 25 January each year)	<p>Section 72 of the MFMA.</p> <p>Section 13 (2) (a) of the Municipal Planning and Performance Management Regulations 2001.</p>	<ol style="list-style-type: none"> 1. Municipal Manager 2. Executive Mayor 3. Mayoral Committee 4. Council 5. Audit Committee 6. National Treasury 7. Provincial Government
Annual report (to be tabled before Council by 31 January (draft and approved / published by 31 March each year)	Sections 121 and 127 of the MFMA, as read with Section 46 of the Systems Act and Section 6 of the Systems Amendment Act.	<ol style="list-style-type: none"> 1. Executive Mayor 2. Mayoral Committee 3. Council 4. Audit Committee 5. Auditor-General 6. National Treasury 7. Provincial Government 8. Local Community

2.10. FINANCIAL VIABILITY AND MANAGEMENT

Key Issues for Financial Viability

The 2011 Local Government Budgets and Expenditure Review for 2006/07 to 2012/13 summarises five core issues of financial management. These are:

- 1) Revenue management
- 2) Collect outstanding debt
- 3) Under pricing of services
- 4) Under spending on repairs and maintenance
- 5) Spending on non-priorities

The following reflection is the analysis of the Sundays River Valley Municipality with respect to these key issues.

2.10.1 Budget Expenditure Review

A. Revenue Management

- To improve the integrity of billing of billing information the municipality is undertaking a process of debtors' cleansing which includes the balancing of the valuation roll to the debtors system
- Estimates are a major problem and only Kirkwood has regular meter readings.
- The ability to collect is influenced by lack of correct addresses in some instances

B. Collection of Outstanding Debt

There are high levels of debt to suggest deficient efforts to collect billed revenues due to:

- Payment levels that are under 50%
- Incorrect accounts which makes it difficult to disconnect
- Insufficient capacity/staff
- Electricity is not supplied everywhere. Water can only be restricted with limited effect
- Large number of indigents not registered, however a robust drive to register indigents is now underway

C. Under pricing of Services

- Tax and tariffs are inappropriately structured

- Service tariffs do not reflect the costs reasonably associated with rendering the service
- There is limited use of inclining block tariffs for cross subsidy

D. Under spending on Repairs and Maintenance

The medium to long-term consequences of under-spending on repairs and maintenance shortens the useful life of assets and thus necessitates earlier replacement. SRVM underspends on repairs and maintenance due to:

- Cash flow constraints
- Incorrect budget structure. The 2012/13 budget addresses this shortcoming

E. Spending on non-priorities

SRVM prioritises cost items that have a direct impact on communities, however few exceptions are noticed with respect to:

- Expenditure not budgeted for
- Cost associated with long standing staff suspensions and legal costs
- The absence of procurement plan to manage cash throughout the year

2.10.2 Financial Plan

The municipality has a three year budget projection in line with Section 26(h) of the MSA and other Treasury requirements. The budget for 2012/13 provides a three year strategy to try and restore the balance in terms of personnel costs, general expenses, repairs and maintenance and provision toward bad debt. The municipality has the following policies: Asset Management policy, Indigent Support policy, Rates policy, Credit control policy, Financial Management Policy, Bank & Investment policy, Write Off policy, Supply Chain Policy, and Tariff Policy. Although the determination of tariffs is in many instances politically orientated, it ought to be based on sound, transparent and objective principles at all times. It is important to identify the following user categories to be able to consider any forms of subsidization needs of communities:

- Users who are unable to make any contribution towards the consumption of municipal services and who are fully subsidised in terms of basic package of municipal services.
- Users who are able to afford a partial contribution and who are partially subsidised only
- Users who can afford the cost of the services in total

The borrowing policy, funding and reserves and long-term financial plan are included in the financial management policy. Attention will be given to the policy regulating infrastructure investment and capital projects in 2012/13. Rates by-laws were approved by Council and gazette. The municipal valuation roll was done in 2009 and a supplementary valuation was also conducted. The valuation roll is due for review only in 2013.

3 Year financial Plan

Expenditure	2012/13	2013/14	2014/15
Employee cost			
Remuneration of councillors	4 017 326	4 258 366	4 513 868
Bad debt	15 000 000	15 000 000	15 000 000
Depreciation	7 500 000	7 500 000	7 500 000
Repairs and maintenance	7 132 305	7 527 099	7 922 385
Interest expense	723 471	761 815	799 144
Bulk purchases	12 424 325	13 996 759	15 769 008
Contracted services	1 993 553	2 080 754	2 234 979
Grants & subsidies paid	3 633 628	3 826 210	4 013 695
General expenditure	24 753 394	26 224 328	27 958 080

Income	2012/13	2013/14	2014/15
Property rates	16 022 692	17 304 507	18 688 867
Service charges	35 631 891	38 970 728	42 504 638
Rent of facilities	68 530	74 351	80 671
Interest: debtors	2 032 447	2 203 339	2 388 815
Interest: investments	211 886	223 116	234 048

Fines	1 072 798	1 130 060	1 185 927
Licenses & permits	2 651 103	2 791 611	2 928 400
Income agency services	1 173 080	1 235 253	1 295 780
Grants : operating	43 009 880	45 170 081	48 801 453
Grants: capital	39 476 050	30 175 150	25 080 000
Other revenue	5 318 324	5 776 701	6 269 893

2.10.3 Financial Strategies

A. Revenue Enhancement Strategy

A comprehensive revenue enhancement strategy is undertaken and it includes:

- Cleaning of the debtor database to ensure that all consumers are levied for all services received at the correct tariff for such service.
- Reviewing and formalising an indigent policy for the municipality.
- Ensuring that all consumers that qualify in respect of such approved indigent policy are registered.
- Implementing credit control measures to significantly improve payment levels and ensure that consumers that can pay do so.
- Reviewing Council's tariff policy in respect of the subsidy of free basic services and to ensure that the actual cost of services is recovered through the respective tariffs.
- Restructuring of the operational budget to ensure that the budget is cash funded and that it reflects actual payment levels in respect of bad debt provision.
- Investigation distribution losses in respect of electricity and water to ensure that electricity and water purchased is billed

B. Asset Management Strategy

The municipality completed GRAP 17 implementation during 2010/11 financial year and has now a comprehensive database of all assets within the organisation. An asset management practitioner will be appointed during 2012/13 to head a fully fledged asset management section. Asset management policy was adopted by council which clearly identifies roles & responsibilities of all as well as identifying the need to have an asset maintenance plan. Technical Department is currently busy with preparing a comprehensive infrastructure master plan to ensure all assets are maintained.

C. Supply Chain Management Strategy

Sundays River Valley municipality has a centralised system of supply chain. The supply chain unit is headed by a Supply chain practitioner. Procurement clerks have been appointed. All bid committee are functional. The supply chain management policy is in the process of being reviewed.

2.10.4. INTRODUCTION-CHANGE IN ACCOUNTING POLICY

Accounting policy is the specific principles, bases, conventions, rules and practices applied by the municipality in preparing and presenting financial statements.

The 2010/2011 annual financial statements were prepared in accordance with Generally Recognized Accounting Practice Standards, National Treasury formats

Basis used to prepare the municipality's annual financial statements

- Accrual basis of accounting
- Standards of GRAP approved by the Accounting Standards Board.
- Assets, liabilities, revenue and expenses have not been offset except when offsetting is required or permitted
- On the basis of a going concern

2.10.5. SUMMARIZED FINANCIAL STATEMENTS

It is the responsibility of the accounting officer to make sure that the annual financial statements are prepared based on the prescribed format and submitted to Auditor General on time as prescribed by the MFMA. Consultants were appointed by the municipality to address issues raised by the Auditor General on the 2009/10 financial statements. The internal Audit function was- outsourced to KPMG and we had a shared audit committee service with Ndlambe local municipality during 2010/11. The Financial Statements listed below relate to the last 2 years of audited financial information viz. 2009/2010 and 2010/2011 financial years.

SUNDAYS RIVER VALLEY MUNICIPALITY			
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2011			
		2011	2010
		R	R
	ASSETS		
	Current assets		
	Cash and cash equivalents	236 336	252 680
	Trade and other receivables from exchange	18 155 105	5 317 026

	transactions		
	Other receivables from non-exchange transactions	26 983 684	30 442 100
	Inventories	380 581	253 993
	Investments	528 949	1 615 322
	Current portion of receivables	3 168	3 168
	VAT receivable	4 540 430	8 072 501
	Non-current assets		
	Non-current receivables	56 028	59 196
	Property, plant and equipment	310 080 250	302 844 419
	Intangible assets	1 448 261	536 856
	Investment properties	42 174 306	42 174 306
	Total assets	404 587 098	391 571 567
	LIABILITIES		
	Current liabilities		
	Trade and other payables from exchange transactions	32 343 942	20 476 974
	Consumer deposits	210 910	209 277
	VAT payable	4 436 532	4 909 976
	Current provisions	2 522 393	20 945 727
	Bank overdraft	391 025	1 121 401
	Current portion of unspent conditional grants and receipts	1 739 158	14 656 991
	Current portion of borrowings	3 795 517	406 151

	Current portion of finance lease liability	1 603 797	1 267 381
	Non-current liabilities		
	Non-current unspent conditional grants and receipts	-	-
	Non-current borrowings	6 075 094	1 695 329
	Non-current finance lease liability	1 145 604	2 765 565
	Non-current provisions	4 674 919	4 328 627
	Total liabilities	58 938 890	72 783 398
	Net assets	345 648 209	318 788 169
	NET ASSETS		
	Accumulated surplus / (deficit)	345 648 209	318 788 169
	Total net assets	345 648 209	318 788 169

Table A.2 Income statement as at 30 June

SUNDAYS RIVER VALLEY MUNICIPALITY		
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDING 30 JUNE 2011		
	2011	2010
	R	R
Revenue		
Property rates	12 411 890	8 801 215
Property rates - penalties imposed and collection		

charges		
Service charges	31 976 026	21 473 247
Rental of facilities and equipment	66 415	61 613
Interest earned - external investments	286 863	233 431
Interest earned - outstanding receivables	5 144 596	3 357 602
Fines	1 454 328	3 231 104
Licences and permits	2 650 420	1 745 996
Government grants and subsidies	59 470 407	50 348 834
Other income	2 602 788	2 225 061
Total revenue	116 063 733	91 478 102
Expenses		
Employee related costs	24 576 487	24 139 119
Remuneration of councillors	2 896 259	2 745 083
Bad debts impairment	12 693 131	17 496 500
Depreciation and amortisation expense	17 098 687	16 809 954
Repairs and maintenance	2 810 175	2 710 101
Finance costs	1 330 194	1 252 157
Bulk purchases	9 180 763	7 622 221
Grants and subsidies expensed	5 929 825	5 274 542
General expenses	12 341 881	12 081 097

Total expenses	88 857 402	90 130 774
Gain / (loss) on sale of assets		-
(Impairment loss) / Reversal of impairment loss		-
Profit / (loss) on fair value adjustment	(346 292)	(878 627)
Inventories: (Write-down) / reversal of write-down to net realisable value		-
Surplus / (deficit) for the period	26 860 039	468 701

Table A.3. Cash flow statement for the respective years 1 July-30 June

	SUNDAY'S RIVER VALLEY MUNICIPALITY		
	CASH FLOW STATEMENT		
	AS AT 30 JUNE 2011		
		2011	2010
		R	R
	CASH GENERATED BY OPERATIONS	14 286 730	17 799 118
	Interest income	5 431 459	3 591 032
	Finance costs	(1 330 194)	(1 252 157)
		18 387 995	20 137 994
	CASH FLOWS FROM INVESTING ACTIVITIES		

	Purchase of fixed assets	(25 245 922)	(32 502 313)
	Proceeds from sale of fixed assets		-
	Other		
	Net cash flows from investing activities	(25 245 922)	(32 502 313)
	CASH FLOWS FROM FINANCING ACTIVITIES		
	Increase / (Decrease) borrowings and finance lease liability	6 485 584	824 862
	Other		
	Net cash flows from financing activities	6 485 584	824 862
	Net increase / (decrease) in net cash and cash equivalents	(372 343)	(11 539 457)
	Net cash and cash equivalents at beginning of period	746 601	12 286 058
	Net cash and cash equivalents at end of period	374 258	746 601

Financial Analysis-Selected Financial Indicators

The selected trends and financial ratios relating to Sundays River Valley Municipality for the period under review are listed below. These provide a platform to analyze the current financial situation of the municipality. The trends and ratios have been divided into the following categories;

- Income and Expenditure
- Revenue management/Liquidity
- Borrowing management

Table A.4. Income and Expenditure

	2011	2010
	R	R
Total Income	116 063 733	91 478 102
% increase/decrease over previous years	26.88	-52.75
Total expenditure	88 857 402	90 130 774
% increase/decrease over previous years	-1.41	-52.32
Surplus/(Deficit)	26 860 039	468 701
Budgeted expenditure	81 328 752	66 058 392
% increase/decrease over previous years	23.12	20.7
Salaries and Wages	24 576 487	24 139 119
% of income	21.17	26.39
% of expenditure	27.66	26.78
% of increase/decrease over previous years	1.81	8.75
Councilors Allowances	2 896 259	2 745 083

% of income	2.50	3.00
% of expenditure	3.26	3.05
% of increase/decrease over previous years	5.51	4.89
Repairs and Maintenance	2 810 175	2 710 101
% of income	2.42	2.96
% of expenditure	3.16	3.01
% of increase/decrease over previous years	3.69	-19.73
General Expenses	12 341 881	12 081 097
% of income	10.63	13.21
% of expenditure	13.89	13.40
% of increase/decrease over previous years	2.16	-22.54

Total income versus Total expenditure

Income

The main reason for the increase in income for the 2010/11 year was due to increase in property rates and service charges.

The following table indicates how the actual income was realized in comparison to the budget provided for the past two financial years:

REVENUE	2009/10 ACTUAL	2009/10 BUDGET	% REALISED	2010/11 ACTUAL	2010/11 BUDGET	% REALISED
PROPERTY RATES	8 801 215	7 634 284	115%	12 411 890	13 034 586	955

SERVICE CHARGES	18 463 698	18 846 665	98%	31 976 026	29 282 337	109%
INTEREST: DEBTORS	3 357 602	3 113 418	108%	5 144 596	3 849 446	134%
LICENSES & PERMITS	1 745 996	5 280 930	33%	2 650 420	2 292 974	116%
FINES	1 794 204	825 059	217%	1 454 328	410 878	353.9%
GOVERNMENT GRANTS	50 384 834	49 458 070	98%	59 470 407	45 602 379	130%
OTHER INCOME	2 225 061	4 161 362	53%	2 602 788	1 105 612	235%

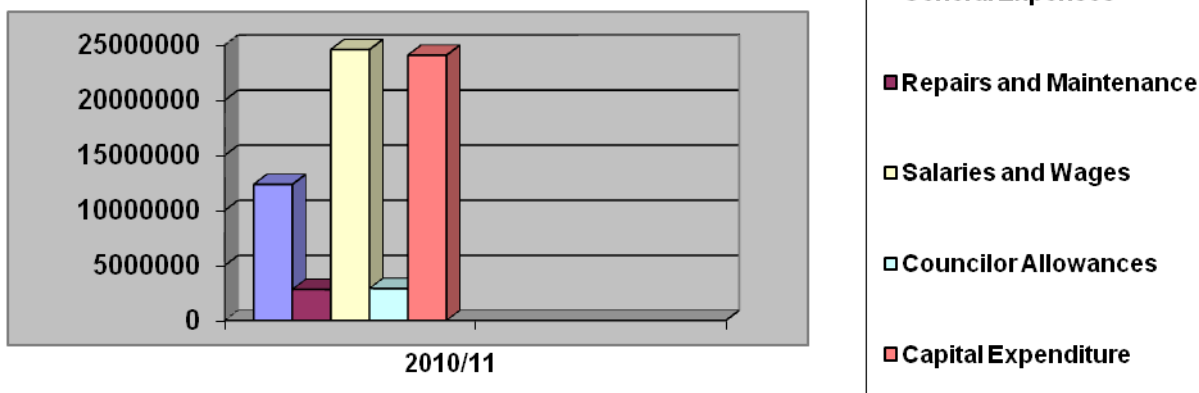
Expenditure

Salaries and wages represent 27.66% of total expenditure and an increase of 1.81% over the previous year. The councilor's allowance represents 5.51% of total expenditure.

Repairs and maintenance expenditures increased with 3.69% from the previous year. The municipality was placed under administration in accordance with Section 139(1) (b) during 2009/10 financial year. The intervention continued during 2010/11 financial year. The decrease in total expenditure is as a result of improved budgetary controls implemented. Repairs and maintenance represents only 3.16% of the total expenditure. The municipality has to keep its repairs and maintenance expenditure between 10-15% of the budgeted expenditure.

General expenditures have increased by 2.16% as compared to the previous year and represents 13.89% of total expenditure.

Expenditure by Major Type



2.10.6 INCOME

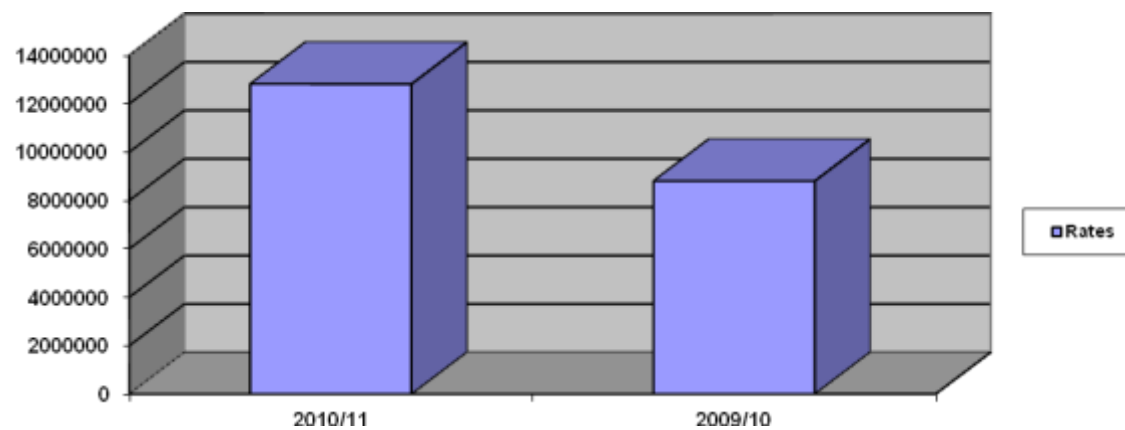
Introduction

Realistic anticipated income is guided by a tariff structure that is fair, equitable and economical. Income is supplemented from various source but directed to spending on basic service. Income balance is determined by the need to break-even with mandatory and involuntary spending in the pursuit of legislative requirements and the purpose of existence

The following describes the various types of income with their annual growth indicators.

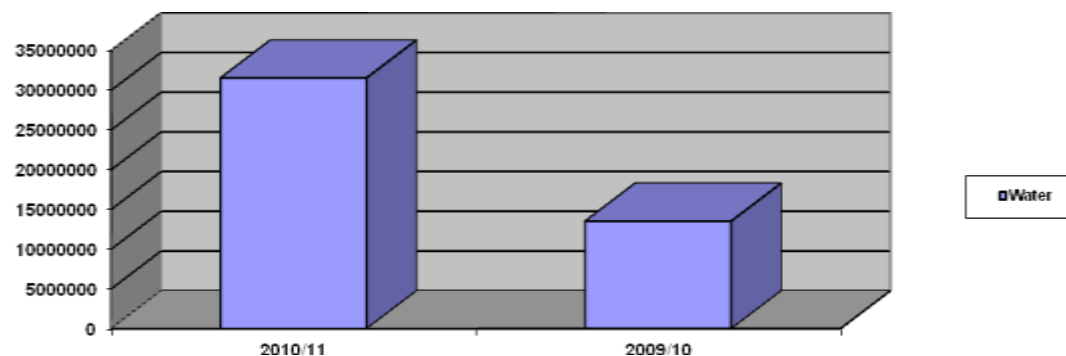
i) RATES

	2010/11	2009/2010
Budget	13 034 586	7 634 284
Actual	12 411 890	8 801 215
Growth %	41%	30%



i) **WATER**

	2010/2011	2009/2010
Budget	21 068 181	21 528 317
Actual	31 550 931	13 524 806
Growth %	133.2%	1.6%

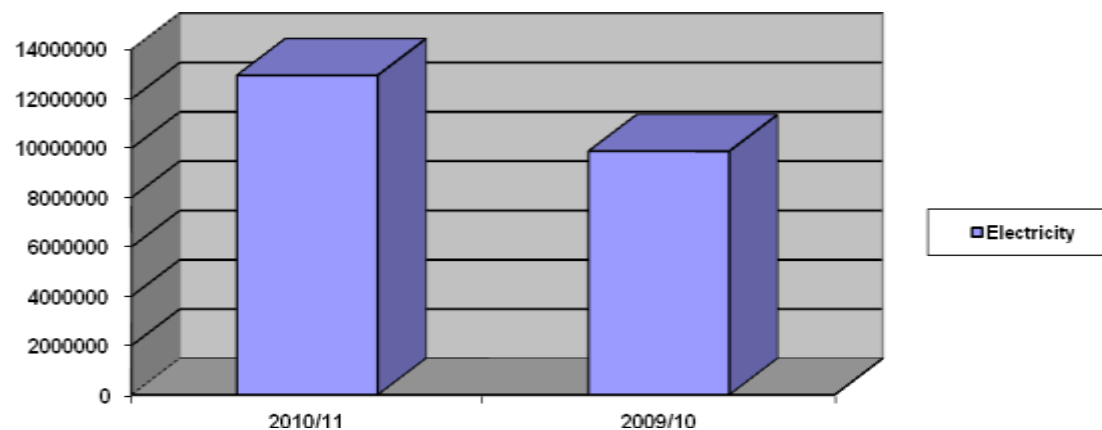


2.10.7 Water Service Authority (WSA)

The municipality, through a unique situation for this district, was empowered as a WSA in 2005. This authority allows us to make all decisions related to water, sanitation and related matter. The option of being a Water Services Provider (WSP) was also taken. A section 78 process was undertaken by the Cacadu District Council and it was decided that the Municipality will not make use of an external services provider in this regard

i) *ELECTRICITY*

	2010/2011	2009/2010
Budget	12 259 134	8 661 880
Actual	12 958 647	9 880 486
Growth %	31.15%	56.4%



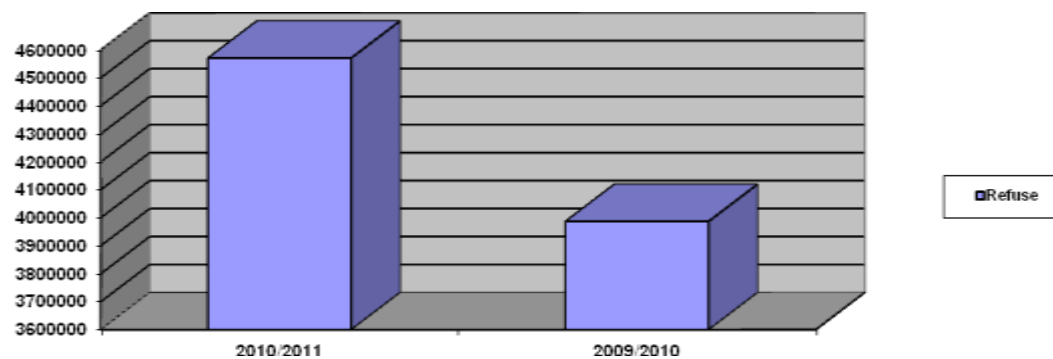
2.10.7 Regional Energy Distribution (RED): Zone 3

REDS is part of government initial to rationalize the Energy Distribution Industry. The Municipality forms part of the REDS 3. This will have a noticeable impact on the income and the management responsibilities of the municipality.

This is so as electricity is a major source of income. The service area is shared with Eskom. The future uncertainty is what we have to watch. No new area were developed whose billing and income was the property of the municipality.

i) REFUSE

	2010/11	2009/10
Budget	7 195 004	6 544 605
Actual	4 570 306	3 986 797
Growth %	14.64%	5.9%



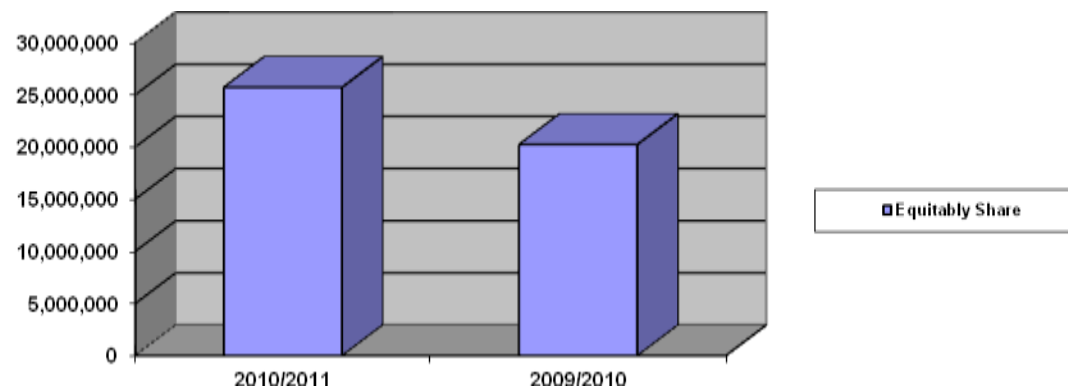
i) SANITATION

	2010/2011	2009/2010
Budget	14 032 862	15 605 518
Actual	10 016 921	12 454 798
Growth %	-19.57%	3.2%

ii) GRANTS

a) Equitably Share

	2010/2011	2009/2010
Budget	25 710 000	20 232 000
Actual	25 709 689	20 232 384
Growth %	27.07%	29.4%



Council's equitable share allocation was increased by 27.07% from R20 232 384 to R25 709 689 and remains council's major source of income. The following demographic data (from the 2001 Census statistics) was used for calculating council's equitable share and MIG allocations:

Free Basic Services

Free Basic Services is regulated by Council's Indigent Policy. It pivots on an income threshold of R1 100 000 and has two distinct categories, namely:

Category A- Income less than R1100 -100% subsidy

Category B- Income from R1101 to R2200 -50% subsidy

Every household receive 6 kiloliters of water free irrespective of income level as part of the free basic water system.

The following services are subsidized:

Water (6KL)

Sanitation

Electricity (50Kwh)

Refuse

Rates (Limited to RDP value)

2.10.8 CAPITAL EXPENDITURE

Table 28: Capital expenditure – audited results

Asset	2009/2010 actual	2009/2010 budget	Variance	2010/2011 actual	2010/2011 budget	% spent
Buildings	2 150 000	860 000	250%	345 814	40 000	864.54%
Sewerage	10 386 648	12 636 900	82.19%	7 911 238	10 775 000	73.42%
Water	8 774 384	10 000 000	87.74%	15 104 318	3 278 000	460.77%
Other assets	5 095 332	723 400	704%	611 060	405 003	150.88%

Infrastructures are financed solely out of grants.

2.10.9. FINANCIAL PROFILE

Table 28: Revenue management and Liquidity

Revenue Management	2010/2011	2009/2010
Net debtors to annual income	15.6%	5.8%
Days debtors outstanding	612	522
Bad debt provisions	72.6%	92.2%
Liquidity	2010/2011	2009/2010
Current ratio	1.08:1	0.72:1
Acid test ratio	1.07:1	0.71:1

2.10.10.1. Revenue management

The municipality has experienced extreme difficulty in collection which can be seen in the days debtors outstanding which have also increased from 522 days to 612 days. Provision for bad debts decreased from 92.2% to 72.6%. The municipality has been placed under administration during February 2010 in accordance with section 139(1)(b) of the Constitution. An Administrator was appointed by the MEC for Local Government to administer the affairs of the municipality. The intervention continued during 2010/11 which contributed greatly to the municipalities improved liquidity.

2.10.10.2. Financial structure/liquidity

The liquidity of the municipality has improved during the 2010/11 financial year and for the first time in many years the municipality's current assets exceeds the current liabilities. The acceptable ratios should be current ratio 2:1 and acid test ratio 1:1.

The total debt to total assets has decreased from 0.19:1 in 2009/10 to 0.15:1 in 2010/11. The decrease is the result of a decrease in unspent conditional grants from R14 656 991 to R1 739 158. The ratio of capital charges to operating expenditure decreased from 61.4% to 27.08% due to decrease in infrastructure assets work-in-progress additions funded by grants.

Borrowing Management

	2010/2011	2009/2010
Total debt to total asset ratio	0.15:1	0.19:1
Total debt/Total income	0.51:1	0.80:1
Time-interest-earned ratio	21.2:1	1.37:1
Capital charges to operating expenditure	27.08%	61.4%

GOVERNMENTGRANTS AND SUBSIDIES ALLOCATIONS

GOVERNMENT GRANTS AND SUBSIDIES-ALLOCATIONS	PREV YR	PREV YR	CURRENT YR	Budgeted Year +1	Budgeted Year +2
	2011/12	2011/12	2012/13	2013/14	2014/15
	Budgeted	Adjustment	Budgeted	Budgeted	Budgeted
	R'000	R	R	R	R
National Government					
1. Equitable Share	30 979 000	30 979 000	34 321 000	36 758 000	39 485 000
2. Special Contribution Councilors Remuneration	1 126 000	1 126 000	1 993 000	2 530 000	2 977 000
3. Municipal Systems Improvement Grant	790 000	790 000	800 000	870 000	950 000
4. Municipal Infrastructure Grant	19 504 000	19 504 000	23 659 000	24 957 000	26 400 000
5. Finance Management Grant	1 500 000	1 500 000	1 500 000	1 500 000	1 750 000
6. Regional bulk infrastructure Grant		16 000 000	17 000 000	6 466 000	0
7. Integrated National Electrification Programme Grant					
8. EPWP			1 000 000		
Total Grants and Subsidies-National Government	53 899 000	69 899 000	80 273 000	73 081 000	71 562 000
Provincial Government					
Health	0	0	0	0	0

LIBRARIES			1 157 000	1 157 000	1 157 000
IDP	0	0	0	0	0
LED			87 990	87 990	93 269
Total Grants and Subsidies-Provincial Government	0	0	1 244 990	1 244 990	1 250 269
District Municipality					
1. Environmental Services	913 151	913 151	967 940	1 019 241	1 069 184
2. fire	0	375 000	0	0	0
Total Grants and Subsidies-District Municipalities	913 151	1 288 151	967 940	1 019 241	1 069 184
Total Government Grants and Subsidies	0	0			
Municipal Grant Allocation	0	0			
Sub Total -Municipal Grant	0	0			
TOTAL GRANT ALLOCATION	54 812 151	71 187 151	82 485 930	75 345 231	73 881 453

SUPPORTING TABLE 5	PREV YR	PREV YR	CURRENT YR	Budgeted Year +1	Budgeted Year +2
	2011/12	2011/12	2012/13	2013/14	2014/15
GOVERNMENT GRANTS AND SUBSIDIES-ALLOCATIONS	Budgeted	Adjustment	Budgeted	Budgeted	Budgeted
	R'000	R	R	R	R
National Government					
1. Equitable Share	30 979 000	30 979 000	34 321 000	36 758 000	39 485 000
2. Special Contribution Councilors Remuneration	1 126 000	1 126 000	1 993 000	2 530 000	2 977 000
3. Municipal Systems Improvement Grant	790 000	790 000	800 000	870 000	950 000
4. Municipal Infrastructure Grant	19 504 000	19 504 000	23 659 000	24 957 000	26 400 000
5. Finance Management Grant	1 500 000	1 500 000	1 500 000	1 500 000	1 750 000
6. Regional bulk infrastructure Grant		16 000 000	17 000 000	6 466 000	0
7. Integrated National Electrification Programme Grant					
8. EPWP			1 000 000		
Total Grants and Subsidies-National Government	53 899 000	69 899 000	80 273 000	73 081 000	71 562 000
Provincial Government					
Health	0	0	0	0	0

LIBRARIES			1 157 000	1 157 000	1 157 000
IDP	0	0	0	0	0
LED			87 990	87 990	93 269
Total Grants and Subsidies-Provincial Government	0	0	1 244 990	1 244 990	1 250 269
District Municipality					
1. Environmental Services	913 151	913 151	967 940	1 019 241	1 069 184
2. fire	0	375 000	0	0	0
Total Grants and Subsidies-District Municipalities	913 151	1 288 151	967 940	1 019 241	1 069 184
Total Government Grants and Subsidies	0	0			
Municipal Grant Allocation	0	0			
Sub Total -Municipal Grant	0	0			
TOTAL GRANT ALLOCATION	54 812 151	71 187 151	82 485 930	75 345 231	73 881 453

2.11 MEC Comments on IDP 2011/12

The Department of Local Government and Traditional Affairs have developed an IDP analysis and assessment framework to guide the crafting, improvement and analyses of a credible IDP.

Sundays River has been rated as follows with respect to the six KPAs

KPA	Rating 2008/9	Rating 2009/10	Rating 2010/11	Rating 2011/12
Spatial Development Framework (KPA 1)	Low	High	Low	High
Service Delivery (KPA 2)	Low	Medium	Medium	Medium
Financial viability (KPA 3)	Low	High	Low	Low
Local Economic Development (KPA 4)	High	High	Medium	High
Good Governance and Public Participation (KPA 5)	Low	Low	Low	Medium
Institutional Arrangements (KPA 6)	Low	Low	Low	Medium

The Sundays River Valley Municipality has made an action plan template where the heads of departments respond as to how they are going to address the gaps in the IDP. The gaps were incorporated in the relevant sections of the IDP. The following is a brief summary of major gaps identified.

Spatial Consideration

Most of the gaps were as a result of the SDF not reviewed. These are actions taken address the spatial component:

- SDF was updated in 2011 and the Council standing committee has approved it as a first draft having realized that the intensive review must take into consideration the new demarcation and the master plan.
- Rural Urban Dynamics is currently doing a comprehensive review of the SDF
- Maps are included in the IDP
- The IDP must not be read in isolation to the SDF and the disaster management plan where the environmental tools are discussed. However the environment section in the IDP has been reviewed so that it talks specifically to the municipal role in environmental issues. Some of the gaps will be addressed in the process of the second draft of the SDF.
- The IDP talks to the principles of the NSDP

Service Delivery and Infrastructure Planning

80% of questions asked were in respect of the WSDP. Since the WSDP was not adopted in 2010/11 financial year, all the service delivery information presented was regarded as non-responsive.

- A holistic and comprehensive (all sectors) infrastructure delivery plan is developed through an implementation agreement between SRVM and the Amatola Water Board. The comprehensive plan is part of the process of the development of the development master plan.
- The WSDP 2011/12 was adopted by Council on the 28 March 2012
- Infrastructure backlogs are identified through the WSDP
- The CIP that was initiated by DPLG is included in the IDP though it has not been further developed.
- The WSDP was reviewed in 2010/11 and was presented is standing committee and is going to Council within this financial year
- The agreement between SRVM and Amatola Water Board provides that Amatola solicit funding for water infrastructure. Finance has made provision through revenue raising strategies to raise additional revenue from water high water users. A business plan was submitted for EPWP funding.
- Land for housing development is identified in the SDF and Land Audit and Area based Plan but there is no funding to acquire the identified properties.

Financial Plan

- The municipality has the following policies: Asset Management policy, Indigent Support policy, Rates policy, Credit control policy, financial management policy, Bank & Investment policy, Write Off policy, Supply chain Policy, tariff policy.
- Five core issues of financial management are summarised in the relevant section
- The extent of own revenue and grant usage for infrastructure investment was for 2010/11 – 3% own revenue & 97% grant funding and for 2011/12 - 7% own revenue & 93% grant funding
- Own revenue and grant for 2012/13 is included the financial viability section.
- Major observations made in relation to operating and capital expenditure is made under ratios on relevant section
- The municipality has developed an action plan on audit finding for 2010/11. Regular Internal audit steering committee meetings are held to evaluate progress on audit findings
- 3 year financial plan is included
- Debt collection was only 33% during the 2009/10 financial year and has since then increased to 50%. It was also found that tariffs were not cost reflective and was adjusted during 2010/11 and 2011/12 budget to ensure that cost are recovered for services rendered.
- The turnaround strategy focused heavily on capacitating the finance department
- There is a section on IDP and Budget alignment in the IDP and all the review processes were conducted as one process.
- The valuation roll was done in 2009 and a supplementary was also conducted. The next valuation is due in 2012/13
- The KPIs under 2.12 form the baseline for the draft SDBIP. PMS policy including performance agreements and SDBIP are under review.

LED

- LED strategy is under review with the assistance of the Department of Local Government and Traditional Affairs
- The situation analysis was updated through LED Forum participatory workshop held on the 24 November 2012
- EPWP committee was established and is championed by the PMU officer

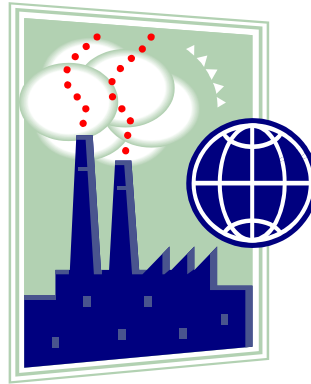
Good Governance and Public Participation

- Communication unit was established
- Communication strategy was developed through the assistance of CDM and GCIS
- IGR establishment meeting held on 15 March 2012
- Audit opinion was a qualification and audit action plan was developed and included in the annual report
- Municipal public Accounts committee is in place.
- Public participation implementation plan is in place

Institutional Transformation

- Communication officer deals with complaints and complaints handling procedures were approved by Council
- There is a complaints register
- HR policies that were adopted are named
- Objectives of HR Plan briefly summarised
- A draft training implementation plan for 2012/13 is indicated

NB: Other issues identified in the assessment report are addressed under relevant sections in the IDP document.



SECTION 3: STRATEGIC THRUST

Strategic Direction

An IDP is a municipal strategic plan, a strategy must have a long term vision, objectives, indicators, targets and must be realistic (implementable). In this section of the IDP we shall outline the strategic approach in dealing with the issues above. The outcome of this process is to contribute to wellbeing of the Sundays River Valley community.

As an institution SRV Municipality realised that, to achieve growth and the development we must embrace the principles of sustainable development as adopted in the world forum on sustainable development in 1992. The principle focus on the following:

1. **People:** Development must be focused on human development. This means that the people must lead a long, healthy life, be equipped with knowledge and skills and earn a decent income to have a decent life.
2. **Economy:** Economic growth becomes an important variable in the sustainability equation. Growing the local economy will enable the Municipality to provide services on a sustainable manner especially to the poor.
3. **Environment:** the living generation should ensure that they don't deplete natural resources. The living should reserve and conserve resources for future generations and care for biodiversity and the ecosystem.

Another United Nations Driven initiative in promoting human development for the eradication of poverty and all its manifestations is the Millennium development goals. Every government is expected to make a contribution in realising these goals by 2014. The diagram below highlights the major features the Millennium Development Goals:

Figure: Millennium Development Goals



The government adopted the following policies as South Africa's contribution to the Millennium Goals:

- a. **ASGI-SA** (Accelerated Shares Growth Initiative of South Africa): The focus is growing the economy by 6 percent, halving unemployment and halving poverty by 2014.
- b. **JIPSA (Joint Initiative of Priority Skills Acquisition)**: The focus is more on skills development, especially critical skills (Engineering and Science) that contribute to economic growth.
- c. **Local Government Developmental Agenda**: the department of local government and housing set a developmental agenda for municipalities. This was meant to inform Local Economic Development, Institutional Viability, Infrastructure and Basic Service delivery and Good Governance.
- d. **NSDP (National Spatial Development Perspective)**: The government of the day realised the legacy and disparities of apartheid. Development is bias towards the cities living the people from the rural areas vulnerable and poor. The focus of this initiative is to make focused and strategic investments, investments should be made in growth nodes and on people because skills are mobile.

3.1. STRATEGIC OBJECTIVES AND KEY PERFORMANCE INDICATORS

INTEGRATED DEVELOPMENT PLAN

DEVELOPMENT PRIORITY	COMPONENT OF PRIORITY AREA	OBJECTIVE	STRATEGY	Project	Funding Source and Amount	INDICATOR
Municipal transformation and institutional development	Established Performance Management System	To improve effectiveness in municipal governance	Cascade PMS through training to lower levels	SDBIP training	R 10 000	# of workshops conducted
	Performance Management System	To improve effectiveness in municipal governance	Coordinate development and review of Performance management policy and performance agreements	Develop Performance Policy and Performance agreements	R 20 000	Signed Performance agreements

	Performance Management System	To improve effectiveness in municipal governance	Develop and implement an SDBIP monitoring and evaluation framework	Quarterly SDBIP	n/a	Quarterly SDBIP report submitted to Municipal Manager
	IDP Review	Vibrant institution that is able to deliver the strategic objectives stated in the IDP within the available resource base	Public participation on IDP processes	IDP Review	R 50 000	Credible IDP developed
	IDP Review	Vibrant institution that is able to deliver the strategic objectives stated in the IDP within the available resource base	Review of Community based plans	CBP Implementation	R 100 000	# of jobs created through CBP implementation
Economic Development	Rural Development	Sustainable rural development opportunities	Facilitate studies/research around sustainable economic opportunities	Research study and or business plans developed	R 50 000	# of Research/business plan initiatives facilitated

LOCAL ECONOMIC DEVELOPMENT (LED)

DEVELOPMENT PRIORITY	COMPONENT OF PRIORITY AREA	OBJECTIVE	STRATEGY	Project	Funding Source and Amount	INDICATOR
Economic Development	SMME Development	To strengthen the institutional capacity of SMMEs and Increase the number of viable emerging businesses	Identify 4 SMME's that qualify for assistance and develop and implement assistance programmes	Registration and Training	LM R50 000	Number of registered and Training conducted
	SMME Development			SMME Database	R5 000	Record of SMME database
	Agriculture			Agricultural Support e.g. Tractor	LM R20 000	Number of initiatives supported
	SMME Development			SMME Mobile Support	CDM & DEDEA R500 000	Number of visits and workshops
	SMME Development			Management of the Hawkers Facility e.g. rental, lease agreement and cleansing etc	LM	Revenue created
	SMME Development		Leverage Funding for LED Projects	Paterson Hawkers' facility Upgrading	LM R100 000 Opex	100% spending

	Tourism			Develop Kirkwood Resort	DEDEAT R2 million	proposal developed and submitted
	Agriculture			Enon/Bersheb a Citrus & Crop Farm Project	Dept of Rural Development and Land Reform; DAFF; DRDAR	1. Number of initiatives supported. 2. Business plan developed
	Investments and partnerships	Creating a robust and inclusive local economy	Create credible institutional framework for investors and new investors and new business entrants to exploit business opportunities	Establishment of Strategic Partnership e.g. Midlands College and NYDA etc		Monitoring and Review
	SMME Development		Facilitate the application for funding for the Development of LED Sector Plans, Policies & By-laws	SMME Development Strategy	CDM R100 000	Number of proposed applications developed and submitted
	Agriculture			Rural & Agricultural Development Strategy	DRDAR R100 000	Proposal developed and submitted
	Investments and partnerships			Investment Incentive Strategy	DTI; ECDC R100 000	Proposal developed and submitted

	Tourism and destination marketing	To expand the tourism potential of SRV area to both national and international stakeholders	Facilitate the establishment of LTO for effective branding and marketing of the products and services identified in the Tourism Sector Plan	Fitzpatrick Memorial Library	CDM R500 000	Proposal developed and submitted
	Agriculture	To eradicate poverty and Improve food Security for the poor through sustainable livelihood programme	Initiate poverty alleviation and food security programmes by availing municipal resources and support (including municipal infrastructure)	Business plan development for KK113	Department of Rural Development and Agrarian Reform	Lease agreement entered into
	Retail development			Erf 588	Department of Rural Development and Land Reform	Land disposed for development
	SMME Development			Sakhulutsha Project	Department of Social Development	Lease agreement entered into
	SMME Development			Vuka Phile Project	Department of Social Development	Lease agreement entered into
	SMME Development			Paterson Micro Craft Centre	LM R100 000 Opex	100% spending
	Agriculture			Commonage Application	Department of Rural Development and Land Reform	Application developed and submitted

	Agriculture	To expand the agricultural section in the region	Facilitate establishment of SRV Agricultural Forum to ensure effective and efficient planning, support and allocation of stakeholders resources to achieve the expansion of the SRV agricultural sector	Establish an Agricultural Forum	Department of Agriculture	Agri Forum established
				Mentoring Programme	CDM and Department of Agriculture	Number of programmes conducted
				Form partnership with DRDAR, SRCC & CDM		Partnership agreement signed

COMMUNITY SERVICES

DEVELOPMENT PRIORITY	COMPONENT OF PRIORITY AREA	OBJECTIVE	STRATEGY	Project	Funding Source and Amount	INDICATOR
Delivery of infrastructure and basic services	SPORTS DEVELOPMENT	To ensure development and upgrading of sports fields	Maintain and upgrade sportfield infrastructure	Sports fields	MIG	Developed sportsfield with operations and maintenance procedure manual for sportfield
		To promote and develop different sporting codes throughout the municipality	Empowerment and development of communities through participation in sports	Sports participation program	MIG	No of annual sports activities undertaken

	UPGRADING OF LIBRARIES	To ensure the upgrading of libraries throughout the SRVM	Maintain and upgrade libraries infrastructure	Moses Mabida Library kirkwood town library Addo library	DSRAC Moses library R 800,000 DSRAC-Addo R 150,000 Cacadu DM Kirkwood library	Developed libraries with operations and maintenance procedure manual for libraries.
	Fire sub stations (Addo)	To ensure the provision of Fire services throughout the SRVM	Develop sub-station in Addo.	Addo Fire sub-station	MIG/internal	Developed Addo sub-station with operations and maintenance procedure manual for Addo sub station.
	Traffic offices building	To ensure the provision of office building throughout the SRVM	Develop Traffic Offices	Traffic Offices building	MIG/ internal	Developed Traffic offices with operations and maintenance procedure manual for Traffic.
	Mini Parks/ Recreational facilities	To ensure the provision of Mini Parks/ recreational facilities throughout the SRVM	Develop Mini Parks	Moses Mabida Bergsig Nomathamsanqa Paterson	MIG/ internal	Developed Mini Parks with operations and maintenance procedure manual for SRVM.

COMMUNICATION AND CUSTOMER CARE

DEVELOPMENT PRIORITY	COMPONENT OF PRIORITY AREA	OBJECTIVE	STRATEGY	Project	Funding Source and Amount	INDICATOR
Good governance and Public Participation	Delivery of Communications initiatives	Continuously ensure access of information between SRVM's internal and external stakeholders.	Make use of SRVM's website as a pool of information. Make use of an internal newsletter to drive staff to the website	Upload website	n/a	Monitor articles uploaded on the website.
			Develop and Implement a quarterly newsletter for SRVM's external stakeholders	SRVM Newsletter	SRVM Municipality R100. 000(R25. 000 per quarter)	Newsletter implemented and distributed to external stakeholders
			Write and distribute articles of SRVM's services and monitor news coverage in the media	News media coverage	n/a	Analyse and monitor news coverage
			Develop and implement a Communications strategy and workshop it amongst SRVM staff	Communications Workshop	SRVM Municipality R10. 000	Communications Strategy workshopped
			Assist in workshopping the public participation policy	Public Participation Workshop	SRVM Municipality R10. 000	
	Customer Care Initiatives	Continuously ensure good customer care for SRVM's stakeholders.	Continuously attend to customer complaints and refer them to the relevant parties timely	Attend to customer complaints	n/a	Make use of a Comments and Suggestion box to evaluate customer satisfaction.

	Co- ordinate IGR structures and support Key events in the Municipal Jurisdiction	Continuously assist in Service Delivery initiatives	Co-ordinate IGR meetings	IGR Meetings	R10. 000	Meetings take place and government departments invited
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TECHNICAL SERVICES

DEVELOPMENT PRIORITY	COMPONENT OF PRIORITY AREA	OBJECTIVE	STRATEGY	Project	Funding Source and Amount	INDICATOR
Delivery of infrastructure and basic services	Water and sanitation	Ensure access and a continuous supply of good quality water and sanitation to each user by 2014	Maintain and upgrade water and sanitation infrastructure	Upgrading of asbestos water reticulation to PVC piping in Paterson	MIG and funding to be determined	Scoping report submitted to DAC for approval
			Maintain and upgrade water and sanitation infrastructure	Upgrading of asbestos water reticulation to PVC piping in Kirkwood	MIG and funding to be determined	Scoping report submitted to DAC for approval
			Provision of bulk water supply	Upgrade of Kirkwood WTW	MIG and funding is R23 m	Appointment of the contractor

			Provision of bulk water supply	Paterson Bulk Water Supply project	DWA (RBIG) R17 million	Project completion
			Provision of bulk water supply	Addo Bulk Water Supply project	DWA R8.9 million	Project completion
			Maintain and upgrade water and sanitation infrastructure	Upgrade of Addo WWTW	MIG R19 370	50% spending on the project
			Maintain and upgrade water and sanitation infrastructure	Upgrade of Paterson WWTW	MIG	50% spending on the project
			Implement water conservation and demand management	Replacement of all Water Bulk Meters in all three towns and townships	SRVM/ DWA and total costs to be determined	Completion of the project
			Compliance with blue and green drop water quality i.t.o. National Water	Operations and Maintenance manual for each WTW and	SRVM/ DWA and total costs to be determined	Completion of the project

			Act	WWTW		
	Electricity	Upgrade electricity network for future development	Appointment of a service provider to conduct a feasibility study of an Infrastructure Master Plan	Approved Infrastructure Master Plan	CDM/DPLG funding to be determined	Approved Infrastructure Master Plan
			Application for additional High Mast lights in newly developed areas	Approved funding application	MIG / Funding to be determined	Approved funding application
	Land for development and housing	Ensure the availability of land as well as the sustainable utilization thereof for household and economic development initiatives within the principles of spatial planning and land	To lobby for funding to develop a master and business plan for the entire SRVM for all land availability in the area for future developments.	Approved funding application	DPLG/CDM	Approved funding application

		use management				
	Roads and Stormwater maintenance	Ensure upgrade and Maintenance of Municipal Roads	Lobby funding from MIG and make use of Repairs and maintenance budget for the upgrade of surfaced and gravel roads.	Upgrade of Municipal roads using EPWP methods	MIG and R5 million available for 2012/13	100 % budget spending
			Lobby funding from MIG and make use of Repairs and maintenance budget for the upgrade of surfaced and gravel roads.	Dry or wet blading of at least 5 km of municipal gravel roads in each ward	SRVM R560 000	100 % budget spending

			Lobby funding from MIG and make use of Repairs and maintenance budget for the upgrade of surfaced and gravel roads.	Resealing of 10 km Municipal surfaced roads	SRVM R 3.25 Million	100 % budget spending
			Lobby funding from MIG and make use of Repairs and maintenance budget for the upgrade of surfaced and gravel roads.	Repairs to at least 3000 potholes within SRVM	SRVM R240 000	100 % budget spending

Governance Perspective

KPI	Input Indicator	Output Indicator	Outcome Indicator	Baseline Indicator	Target	Priority
Number of functional and effective ward committees	Drafting and distribution of meeting agendas	8Ward Committees holding meetings	Community participation	Insufficient and irregular consultation between politicians and the community	Ensuring that 8Ward Committees are functional and effective by June 2013	Democratisation and Governance
	Distribution of invitations for Ward and for Ward Committee Meetings					
	Typing of ward committee or ward minutes					
Number of inputs from previously disadvantaged individuals coming through suggestion boxes or call-ins or written letters	Communication strategy developed and implemented	200 inputs received through suggestion boxes or call –ins from previously disadvantaged individuals	Participation by previously disadvantaged individuals from the community on community matters	No records	250 inputs made by previously disadvantaged individuals by June 2013	
	Suggestion boxes posted at Strategic places.					
	Community awareness at ward Meetings					
Percentage of employees who are satisfied with overall working conditions;	Collective agreement in place	No of complains cases received	Informed and motivated staff	Inefficient communication channels	Communication strategy in place	

Percentage of the municipal budget actually spent on implementing the skills development plan (NKPI); and	Employees given time off training budget allocated	No. of employee sent an training	Improved performance	30% of budget spent on training	60% of budget spent on training of staff & Councilors	
Number of people from employment equity target groups employed in the three highest levels of management in compliance with the approved employment equity plan.	Approved employment equity plan	% of target group employed in 3 highest	Employment equity committee in place	Targets set on EEP	Employment of people with disabilities	

FINANCIAL VIABILITY AND MANAGEMENT PERSPECTIVE

Credit Control Scorecard

KPA	OBJECTIVES	KPIs	Baseline	TARGETS
Municipal debt collection	<ul style="list-style-type: none"> collection of all outstanding debts encourage & enforce timely payment of outstanding debts 	<ul style="list-style-type: none"> existence of Credit control & indigent policies issuing of refunds % increase in revenue collection 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> on-going policy enforcement all new accounts are expected to be

	<ul style="list-style-type: none"> • foster a culture of payment through creative interventions at household level • 	<ul style="list-style-type: none"> • % increase in number of people paying their accounts before 15 • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • % increase in number of people paying their accounts before 15 •
	<ul style="list-style-type: none"> • develop effective customer satisfaction monitoring methods 	<ul style="list-style-type: none"> • % decrease on disputed accounts/queries • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • on going • inquiries are recorded daily

Cash & Investment Management Scorecard

KPA	OBJECTIVES	KPIs	Baseline	TARGETS
Cash and Investment Management	<ul style="list-style-type: none"> • Proper allocation of deposits & payments 	<ul style="list-style-type: none"> • Proper allocation of deposits & payments 		Within 5 working days after the end of each month
	<ul style="list-style-type: none"> • investment of all funds received in terms of grants, but not immediately required for use • 	<ul style="list-style-type: none"> • Investment Reconciliation Schedule • 		Within 5 working days after the end of each month

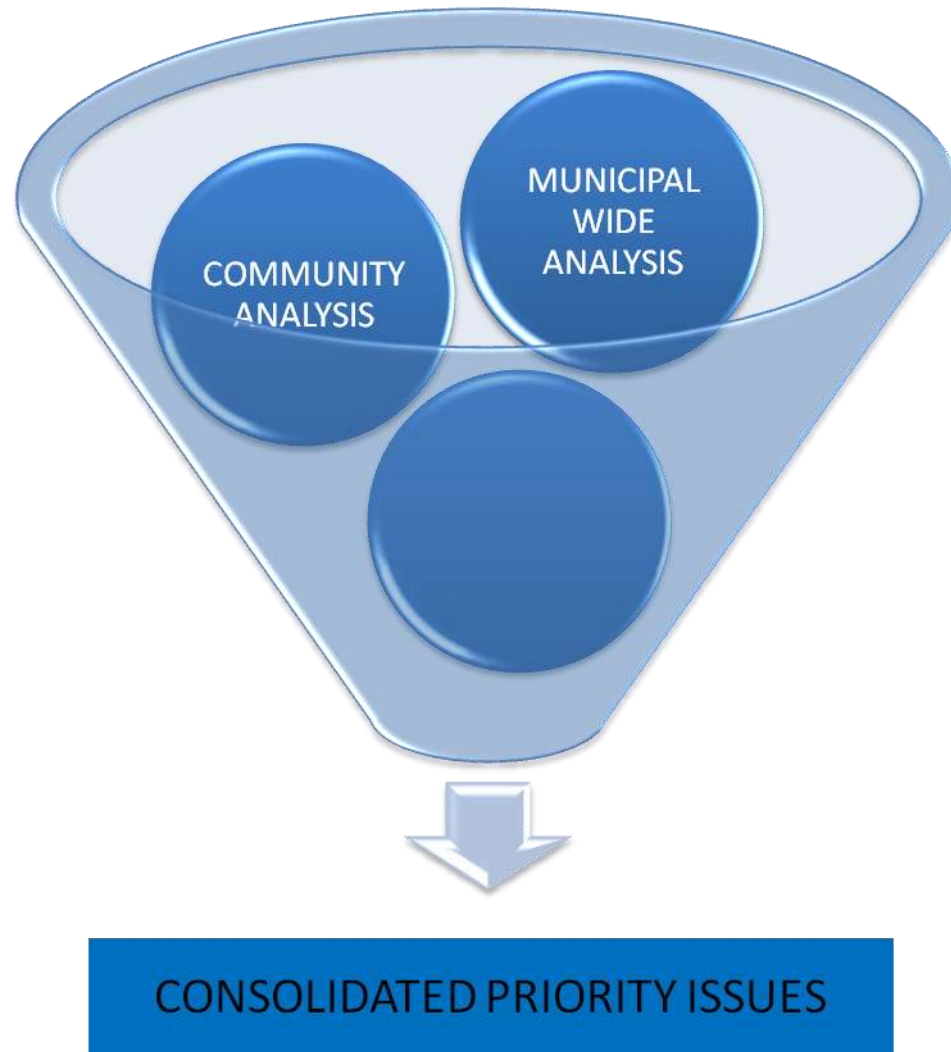
Implementation of MFMA Scorecard

KPA	OBJECTIVES	KPIs	Baseline	TARGETS
Financial Reporting	preparation and timely submission of reports	<ul style="list-style-type: none"> • reports in terms of section 71 & 72 • Annual Financial Statements • Annual Reports 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Monthly • Mid yearly • Quarterly • Annually

Budgeting & Control	implementation of new budget & financial regulations	<ul style="list-style-type: none"> • Annual Budget • Budget process plans • Annual budget returns • Budget policy • 	•	<ul style="list-style-type: none"> • Annually
SCM	Proper procurement by the municipality of goods & services in terms of chapter 11 of MFMA	<ul style="list-style-type: none"> • SCM Policy & procedures • Reports to F & A • Reports to National & Provincial treasuries • 	•	<ul style="list-style-type: none"> • Monthly • as required

Municipal Debtors Administration Scorecard

KPA	OBJECTIVES	KPIs	Baseline	TARGETS
Debtors Administration	Proper administration of municipal debtors with emphasis to the accurate billing of customers for the services rendered	<ul style="list-style-type: none"> • Accurate debtors age analysis/recon • Distribution of municipal accounts to all customers • % decrease on disputed accounts • % increase in customer satisfaction 	•	<ul style="list-style-type: none"> • Monthly



CONSOLIDATED PRIORITY ISSUES

3.2. SRVM KEY DEVELOPMENT PRIORITIES FOR 2012/13

The following priorities that were identified through various community consultation and municipal strategic sessions were identified. These priorities form part of the municipal turnaround strategy.

1. Institutional Transformation and Organisational Development

- Compliance with applicable legislations
- Promotion of a culture of performance management
- Development of a credible IDP
- Respond to capacity challenges and recruitment and retention of scarce skills
- HR plan responding to long-term development plans

2. Provision of Infrastructure and Basic services

- Bulk water supply and clean drinking water (wholesome water)
- Upgrading, maintenance and management of roads-, sanitation-, storm water- and electricity infrastructure
- Clean and healthy environment
- Water conservation and demand management including blue and green drop assessments
- Combat electricity and water meter tempering

3. Local Economic Development

- Poverty alleviation through creation of employment opportunities (EPWP and CWP)
- Sustainable community investment programme
- SMME Development Programme
- Revitalization of Rural-Urban economies
- Encourage participation and partnership opportunities for new investments
- Enabling environment for existing and potential businesses to grow

4. Community Services (Forms part of Basic Services and infrastructure)

- Upgrading and maintenance of community facilities (cemeteries, sports facilities and parks)
- Library services creating a culture of reading and learning
- Fire services and disaster management
- Facilitate access to health services including fight against HIV and AIDS
- Community safety forums
- Waste removal, disposal and management

5. Good Governance and Public Participation

- Effective and Efficient Internal control environment
- Effective and efficient communication and customer care services
- Functional IGR Structures including ward committees
- Council and Management oversight

6. Financial viability and management

- Fight against crime and corruption
- Vigorous implementation of credit control and indigent registration
- Clean audit
- Proper billing System
- Expansion of the current revenue base to ensure sustainability of service delivery levels

7. Spatial planning

- Alignment to NSDP, PSEDS and PGDS
- Land availability and ownership audit
- Demonstrate how job creation is facilitated through spatial planning
- Contribute positively towards local economic development, sustainable livelihoods in rural areas and poverty alleviation
- Demarcate areas for industrial development

3.3. ALIGNMENT OF IDP PRIORITIES ACROSS THE THREE SPHERES OF GOVERNMENT

a) LED and PGDP 2014 targets

Provincial Growth and Development Strategy	Sundays River Valley Municipality
- To maintain an economic growth rate between 5% and 8% per annum	- To grow the local economy and achieve an annual growth rate of between 5% and 8% annually
- To reduce the current plus 56% unemployment rate to half by 2014	- To create sustainable jobs thereby reducing existing unemployment from 44% to 24% by 2014
- To reduce the number of households living below the poverty line and people suffering from poverty by between 60% and 80%	- To reduce number of households living in poverty from 54.6% to 34,6% by 2014
- To establish food self-sufficiency in the Province by 2014	- To develop and maintain monthly access to social development services and household food security among the previously disadvantaged communities through sustainable urban agricultural projects by 2014
- To ensure universal primary education (UPE) by 2014 with all children proceeding to the first exit point in a secondary education	- To provide support in order to meet this target
- To improve the literacy in the Province by 50% by 2014	- To reduce the rate of illiteracy by 5% every year.

- To eliminate gender disparity in education and employment by 2014	- To reduce inequalities in education and employment by 2014
- To reduce by two-thirds the under-five mortality rate by 2014	- To reduce by two-thirds the under-five mortality rate by 2014
- To halt and reverse the spread of HIV and AIDS by 2014	- To develop practice of excellence in the delivery of primary care including dealing with the HIV/AIDS pandemic 2014
- To provide clean water to all in the Province by 2014; and	- To provide and maintain appropriate, affordable and sustainable clean water to all SRVM residential dwellings by 2014
- To eliminate sanitation problems by 2014	- To provide and maintain appropriate, affordable and sustainable waterborne sewerage to all SRVM residents by 2014

The strategy framework for PGDP is divided into six objectives as illustrated below

Key Objectives

- Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to probe poor planning.
- Transformation of agrarian economy and strengthening of household food security.
- Consolidation, development and diversification of manufacturing and tourism sectors

Foundation Objectives

- Infrastructure development and eradication of service backlogs
- Human resources development and promoting of skills level
- Public sector and institutional transformation through capacity improvement

b) 5 Year Local Government Strategic Agenda

KEY PERFORMANCE AREAS

- Municipal Transformation and Organizational Development
- Basic Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation

c) CoGTA Flagship Projects

The municipality does receive assistance from the Department of local government in some of the areas identified below and the municipality would like to be prioritized as the the first implementation destination of these projects.

- Business Adopt- a-Municipality
- Clean Cities and Towns
- Ward Based Cooperatives Projects
- National Municipal Revenue Enhancement Programme
- Operation Clean Audit

d) LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS) AND MTAS

The five strategic objectives of the LGTAS

- *Ensure that municipalities **meet basic needs** of communities.* This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
- *Build **clean, responsive and accountable** local government.* Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
- *Improve **functionality, performance and professionalism** in municipalities.* Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
- *Improve **national and provincial policy, support and oversight to local government**;* and
- *Strengthen **partnerships** between local government, communities and civil society.* Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

Critical areas of LGTAS and MTAS

LGTAS	Municipal Turn Around Strategy (MTAS)
<ul style="list-style-type: none"> • Governance and Leadership; • Strategic Planning; • Financial Management and Viability; • Capacity Building and Skills Development; • Infrastructure Support; and 	<ul style="list-style-type: none"> • Municipal transformation and institutional development • Financial viability and management • Good Governance • Basic Service Delivery and Infrastructure: Community Services • Basic Service Delivery and

<ul style="list-style-type: none"> Local Economic Development 	Infrastructure: Technical Services <ul style="list-style-type: none"> Local Economic Development
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Some of the main post-2011 priorities of the LGTAS include the following. These are part of *Vision 2014*:

- i. Infrastructure backlogs should be reduced significantly;
- ii. All citizens must have access to affordable universal basic services;
- iii. Formalisation of all informal settlements;
- iv. Clean cities, through the management of waste in such a way that it creates employment and wealth; and
- v. A single election for national, provincial and local government (key benefits include: single manifesto, one financial year, single public service, common 5 yr medium term planning, aligned human resource and budgeting frameworks).

e) OUTCOME 9

COGTA has adopted a differentiated approach to assess poor service delivery in local government. An outcomes approach with specific reference to **Outcome 9** focuses on **responsive, accountable, efficient and effective local government**. The municipality must report on the implementation of outcome 9.

Priority Issue	Outputs/Actions	SRVM Response
A differentiated approach to municipal financing, planning and support.	<ul style="list-style-type: none"> -Survey and bench marking profile of critical posts. -Integrate planning, spatial, financial and support areas into a single policy framework. 	<p>No of vacant critical posts to be filled.</p> <p>SDF review in conjunction with the development of a master plan</p>

Improved access to basic services	<ul style="list-style-type: none"> -Improved access to basic water -Improved access to basic sanitation. -Improved access to basic Refuse removal. -Improved access to Basic electricity. -Established mechanism (Special Purpose Vehicle; Business-adopt-a-community). 	<ul style="list-style-type: none"> -Awareness programme -Develop business plan for upgrading of electricity infrastructure
The Community Work Programme (CWP)	<ul style="list-style-type: none"> -CWP in two wards per LM -Job creation through functional cooperatives 	<ul style="list-style-type: none"> -No. of jobs to be created through MIG & EPWP. - No of jobs created through Ward Based Cooperative Programme.
Initiatives supportive of the Human Settlements Outcome	<ul style="list-style-type: none"> -Facilitate policy framework to ensure densification. 	<ul style="list-style-type: none"> -Develop housing sector plan; Department to conduct research on feasibility and need.

	<ul style="list-style-type: none"> -Establishment of human settlements committees. -Review land use planning and management. -Audit land ownership. 	<ul style="list-style-type: none"> -Develop a master plan -Develop a master plan
Deepen democracy through a refined Ward Committee System	<ul style="list-style-type: none"> -Legislative framework for ward committees and community participation. -Support measures to ensure functional ward committees by 2014 (target 90%) 	
Improved municipal financial and administrative capabilities	<ul style="list-style-type: none"> -Improved audit outcomes. (100% by 2014) -Reduced municipal debt. 	<ul style="list-style-type: none"> -monitoring the implementation of audit action plans. -Quality quarterly reports submitted timeously to provincial COGTA -Implement revenue enhancement strategy

	<p>-Reduced overspending on OPEX. (8% baseline/target 4% for 2014).</p> <p>-Reduced under spending on CAPEX.</p> <p>-Reduced number of municipalities spending less than 5% on repairs and maintenance.</p> <p>-Improved Human Resource management and Administrative Practices.</p>	<p>-Implemented monthly reports on budget monitoring</p> <p>-Implement revenue enhancement strategy</p> <p>-same</p> <p>-drafting of maintenance plan</p>
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a) Municipal Capacity Assessment Report

The capacity of municipalities is assessed against the 5 KPA's of the 5 Year Local Government Strategic Agenda.

Key Performance Area	What outcomes are assessed?	How SRVM intends to address challenges identified
Institutional Transformation and Organisational Development	<ul style="list-style-type: none"> -The functionality of PMS -Adequate Staffing -Development of Human Resource Plans -Effective recruitment and retention strategies 	<ul style="list-style-type: none"> -Review PMS policy and include incentive for non-section 57 managers -Fill critical vacancies and appoint interns -Implement the plan
Basic Service Delivery	<ul style="list-style-type: none"> -Setting of annual targets -Implementation of Water and Sanitation projects -Implementation of electricity projects -Implementation of Road Construction and Maintenance projects -Implementation of Waste Management projects -Provision of free basic services 	<ul style="list-style-type: none"> -Set baseline and targets in SDBIP -Regular Water quality monitoring -Funding for infrastructure maintenance -Fill critical vacant posts -Refuse collection to be frequent and create employment for ward based corporative -Awareness raising among

	-Effective monitoring and Evaluation	indigents -Update indigent register
Local Economic Development	-Properly instituted LED programme -Required expertise in LED -Implementation of LED Strategy -Establishment of resourceful partnerships for LED activities	-Functional LED Forum -Review LED strategy and link it to socio-economic profile -Develop marketing and communication strategy -Functional Local Tourism Organisation
Financial Management and viability	-Effective revenue enhancement -Effective budget management (set and control budget) -High quality Annual financial statements -Ensuring value for money investment through supply chain management -Effective implementation of property rate policy -Well populated financial department with experienced officials -Effective anti-corruption	-Address non metered (water) line losses and electricity theft through ward based community cooperatives -Tabling of budget to be accompanied by proposed amendments to the IDP -Timeous submission of section 71 & 72 reports -Implement audit action plan -Ensure financial systems are secure -Implement fraud prevention plan

	strategy	
Good Governance and Public Participation	<ul style="list-style-type: none"> -Effective oversight by the political leadership -Fully functional ward committees -Effective integration of CDW's program in municipal activities -Awareness of public opinion and care needs of the community -Effective public participation mechanisms -Functional IGR mechanism 	<ul style="list-style-type: none"> -Adhere to roles and responsibilities as contained in this IDP document -Adhere to selection criteria -CDW reports through Special Programs Office -Conduct customer satisfaction surveys and develop mechanism to deal with petitions. -Keep an updated data base of municipal IGR for a -Launch IGR fora

f) MILLENNIUM DEVELOPMENT GOALS (MDG)

The municipality is responding in various ways to the 2015 target of MDGs. The responses are fully captured in the implementation plans of all departments.

MDG	SRVM's Response and KPI
<i>Eradicate poverty and hunger</i>	No of jobs created through municipal programs
<i>Universal Primary Education</i>	Proportion of pupils starting grade 1 who reach grade 5
<i>Promote gender equality</i>	Proportion of women participating in all municipal programmes
Reduce infant mortality	Proportion of 1 year-old children immunized against measles

Improve material health	
Combat HIV/AIDS, Malaria and other diseases	Proportion of tuberculosis cases detected and cured under DOTS
Ensure environmental sustainability	Ensure environmental sustainability principles in all plans
Develop a Global Partnership for Development	Localise the partnerships; No. Of partnership agreements signed.

h) MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

INTRODUCTION AND BACKGROUND

In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014.

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities.

The **ten Strategic Priorities** are conceptualized and summarized as follows:

1. *Speeding up growth and transforming the economy to create decent work and sustainable livelihoods:*

The primary objective of this priority is to respond appropriately, promptly and effectively to economic opportunities to ensure that growth in decent employment and income security are reinforced and investment sustained to expand economic capacity and improve competitiveness.

2. *Massive program to build economic and social infrastructure:*

Continued infrastructure investment program aimed at expanding and improving social and economic infrastructure, transportation, energy, water, sanitation and information and communication infrastructure to increase access to quality and reliable public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact.

Within 12 months of the distribution of the MTSF, government will finalise an integrated infrastructure development strategy. This strategy identifies thirteen (13) key areas, of which the following hold relevance to the CDM and its nine local municipalities:

- 2.1 *Creatively accessing resources* from various sources to continue with the economic and social infrastructure program in a manner that supports growth and employment creation; and the involvement of the private sector in financing projects;
 - 2.2 Continue with the program to build, revamp and maintain electricity infrastructure, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and *development of alternative energy sources*;
 - 2.3 Continuing the program to build and maintain *water infrastructure* to improve reticulation, prevent wastage and *ensure reliable and safe supply for human consumption*, industrial activity and agriculture;
 - 2.4 Implementing formal programs for the development and provision of *suitably located low-cost and affordable housing*;
 - 2.5 In line with the concept of human settlements, and proceeding from the premise that housing provision should promote the building of integrated and sustainable communities, taking active steps to ensure that *human settlement formation does not perpetuate apartheid spatial planning and deprive of the poor from economic opportunities and social and cultural amenities* – critical in this regard will be the Land Use management Bill for immediate implementation;
 - 2.6 Finalising and implementing the program to *ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing ageing or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service disruptions*;
 - 2.7 Developing physical infrastructure in *rural* areas: To address the specific development needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sports and other recreational infrastructure;
 - 2.8 Even while new investments are being undertaken, government will ensure *proper and appropriate investment in and an ongoing program for the maintenance of existing infrastructure*;
 - 2.9 Improving provincial and *local government capacity to plan for and maintain infrastructure* to ensure continued efficient delivery of economic and social services;
 - 2.10 Continuing *programs to provide and maintain* health, education, library, sporting, recreation and other social infrastructure.
3. *Comprehensive rural development strategy linked to land and agrarian reform and food security:*

The overall objective of this strategy is to develop and implement a comprehensive strategy of rural development that transcends the false dichotomy between rural and urban and that will meet the needs to improving the quality of life of rural households, and

exploiting the varied economic potential that each area enjoys. Key to this strategy is the determination of rural areas. The elements of this strategy include:

- 3.1 *Aggressive implementation of land reform policies;*
- 3.2 *Stimulate agricultural production with a view to contributing to food security;*
- 3.3 *The enhancement of rural livelihoods and rural food security;*
- 3.4 Improve service delivery to ensure quality of life – increased investment in the delivery of services to *rural areas, including education, health, housing, water, sanitation and energy* – using, where appropriate, alternative technologies to overcome physical and other impediments;
- 3.5 Implement a development program for rural transport – the formulation of a Rural Transport Program that will aim at promoting rural transport infrastructure and services through co-ordinated rural nodes and linkages;
- 3.6 Skills development – financial resources will be committed to develop and run training programs to support rural economies. A database of all farmers and households provided with agricultural support of different kinds will be kept and will receive training and mentoring opportunities;
- 3.7 Revitalisation of rural towns – Spatially targeted grants will be provided for the revitalization and development of rural towns to serve as service centres for rural economies. This will involve the development of hard and soft infrastructure, including institutional networks for marketing, storage, advisory services, finance and improved agro-logistics;
- 3.8 Explore and support non-farm economic activities – initiatives need to be devised to support other forms of rural potential, including tourism, light manufacturing and cultural work;
- 3.9 Institutional capacity development – achieving better development outcomes in rural areas will require improved alignment of the efforts of rural local government, nation and provincial departments and other public agencies.

4. *Strengthen the skills and human resource base:*

This strategy recognizes the importance of skills and education to enable every member of society to realize his / her potential and participate in social and economic life – and thus contribute to the reduction of inequality – the objective is to focus skills and education systems towards the delivery of quality outcomes.

5. *Improve the health profile of all South Africans:*

A central goal of the MTSF is to improve access to health services and achieve better clinical and patient outcomes from the public health system. There is a clear drive towards reducing inequalities in the health system, improving the quality of care and public

facilities boost human resources and extend the fight against HIV and AIDS, TB and other communicable diseases. Life-style awareness and real causes of ill-health and mortality are essential to this target.

6. *Intensify the fight against crime and corruption:*

Government is determined to curb the levels of crime and corruption in the country. Critical in this regard is the involvement of individuals and communities in the fight against crime.

7. *Build cohesive, caring and sustainable communities:*

Social cohesion is broadly defined as that which gives members of a society the capacity to cooperate in ways that create the possibility for positive change. It is an element required to achieve development success. Inequalities of conditions such as wealth, income, education, health and opportunity are limiting the potential for success of the broader South African community. Within the MTSF period, government aims to meet their target of:

- Halving poverty and unemployment by 2014;
- Strengthen human capabilities;
- Promote shared values and social solidarity;
- Strive to reduce overall inequality.

8. *Pursuing African advancement and enhanced international cooperation:*

The main goal of our government for the medium term is to ensure that South Africa's foreign relations contribute to the creation of an environment conducive for economic growth and development, especially in Africa and other developing countries.

9. *Sustainable Resource Management and Use:*

South Africa, like the rest of the world, is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. To fulfill its obligations to both current and future generations, South Africa ratified the United Nations Framework on Climate Change in August 1997 and acceded to the Kyoto Protocol in March 2002. SRVM service delivery the main objective of government is to encourage sustainable resource management and use by focusing on various interventions including:

- The pursuance of renewable energy alternatives and promotion of energy efficiency;
- Adopting waste reduction practices by encouraging the re-use of waste outputs as productive inputs;
- Enforcing zero tolerance to illegal and unsustainable exploitation of resources;
- Improving air and atmospheric quality for health and well-being of citizens;
- Supporting local and sustainable food production;
- Sustainable water use and preserving quality of drinking water;
- Enhancing biodiversity and the preservation of natural habitats.

10. *Building a developmental state including improvement of public services and strengthening democratic institutions:*

The MTSF promotes the further strengthening of the capacity of all spheres of government to:

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development;
- Strengthen democratic institutions.

3.4. SWOT ANALYSIS – Emanating from Strategic Session and New Council Induction 2011			
3.4.1. FINANCE			
Strengths	Weaknesses	Opportunities	Threats
Reviewed structure	Salary scales low	Salary scale review	High turnover
Filled vacancies	non-market related salaries	Attract new staff	Inability to attract and retain
Experienced and trained staff(some)	Demotivation of staff		Difficult recruitment
	Resistance to change	Change Management Programme	Resistance to Change
	Deliberate insubordination	Dismiss and Appoint Agents of Change	High turnover
	Non-cascading of performance assessment	Motivated and trained staff	
Indigent Committee (effectiveness)	Lack of teamwork	Unified staff	
	Lack of proper job descriptions		
	Low number of indigents	Increased Equitable share	
	Low revenue base to service infrastructure needs		
New Financial System	Staff resisting new system	Clean Audit	Resistance to Change
	Lack of housing beneficiaries	Update billing system- more revenue	Inability to meet service

			delivery standards
	Non-payment for services		Provincial Administration/ Dissatisfied Community
	Lack of political support on revenue enhancement	Increase in revenue collection	Inability to meet service delivery standards
		Cooperatives to assist in revenue Mngt	
		Effective indigent committee	
Cooperatives as a Alternative DM		Job opportunities	Lack of monitoring and sustainability
		Improved Service Delivery	
		Stabilised staff costs	
	No contract management	Service Level Agreements	Breach of contracts and poor performance
		Build internal contract mngt capacity	
Improved budget framework	Lack of internal capacity- dependent on consultants		
Excellent policies	Inaccurate Billing System	Improved Revenue	Inability to meet service delivery standards
	Little support by Councillors on services payment	Improved Revenue	Inability to meet service delivery standards

Improved debt collection	Slow integration in various systems and tools	Improved Revenue	Inability to meet service delivery standards
Tariff alignment and acceptance		Improved Revenue	Inability to meet service delivery standards
	Long outstanding creditors		Qualitification and Judgements
Improved relations with debtors		Improved Revenue	
External Technical support DBSA/DWA		Improved Performance & Skills Transfer	Sustainability of skill and improvement
DHLGTA	Lack of aggression in Credit Control	Improved Revenue	Inability to meet service delivery standards
3.4.2. CORPORATE SERVICES			
Strengths	Weaknesses	Opportunity	Threats
Permanent Placement	High staff turnover and inability to attract skills	review of salary structure	
Completed Organisational Design	Financial constraints for training	leverage external funding	poor skills
Replacement of resigned posts	incomplete job evaluation	review of salary structure	high turnover
	lack of office space	innovation on EPWP implementation	high turnover

Employee Wellness programmes conducted e.g. firefighting, debt counseling, alcoholics anonymous, safety committee established		Improved performance and motivation	Poor performance and demotivated staff
all policies reviewed and adopted		Clean audit	Qualification
	Poor registry and document management system	New document management system	Disclaimer
70 staff trained to date		Skills enhancement and motivated staff	
Funding for upgrading of library		More funding for books and technical support	
Ward committees trained		Satisfied communities	Dissatisfied communities
Approved Rules, Delegation and HR policies		Informed staff and councillors	Negative audit opinion
	New procedure manuals	Developing new manuals	negative audit opinion
	Inadequate staff at HR	create more positions	poor skills
3.4.3. Technical Services			

Strengths	Weaknesses	Opportunity	Threats
Some critical posts have been filled		Enhanced service delivery	Overstretched staff
Training of technical staff		Enhanced service delivery	
WSDP in place, under review	Change management		
	Poor planning before implementation of housing projects	Review preplanning processes	Service delivery protests
EPWP innovation		Cost saving and more service delivery	Contractor conflict
No market related salaries	Salary scales - (cuts across)		High staff turnover
WSDP in place		Ability to leverage funding	
	Ageing infrastructure		
	technical incapacity		
	inadequate maintenance budget		
MIG funding increased as a result of good spending			
Water Service Capacity Building Plan project funded		Enhanced service delivery	

Good relations with external stakeholders		leveraging of funding	
	Poor road conditions	Partnership with DRPW and fund leveraging	Civil litigation on damages
MOU signed with Amatola Water Board		Enhanced service delivery in water	
		leveraging of funding	
Lack of enforcement on building regulations		By-Law review and Building Plan Checklist	Civil litigation on damages
	No master plan on Land use management	SDF review and Land Use plan	
		Revenue on Land disposal (long term lease)	Poor land planning and invasions
	Poor infrastructure (electrical)	Leverage funding and technical resources	Crime
	Poor infrastructure (water and sanitation)	Leverage funding and technical resources	Service Delivery Protests
3.4.4. Community Services			
Strengths	Weaknesses	Opportunities	Threats
Appointment of staff	Job evaluation	salary review	High staff turnover

Staff trained	change management	change management programme	
	Lack of security and access control - DLTC	Installation of security measures	fraud and corruption in licensing
Testing Grounds established		Revenue Enhancement	fraud and corruption in licensing
SLA between CDM and SRVM (Fire services)		Enhance Disaster Management Plan	Civil litigation due to disasters
	Shortage of staff	Improve staff compliment	High staff turnover
	Budgetary limitation	source funding from CDM	Inability to execute mandate
	Lack of office accommodation	Innovative EPWP implementation	High staff turnover
	Expensive vehicle lease contract	Preparation for a cost effective solution	Pressure on revenue base
Temporary job creation opportunities		Job creation and improved service delivery	
	Weak internal controls	update risk mitigation measures	fraud and corruption in licensing
	low revenue in traffic management	implement revenue enhancement plan	running traffic at a loss
Structure not aligned to mandate		Creation of new positions and enhanced delivery	Failure to fulfill mandate

3.4.5. Local Economic Development			
Strengths	Weaknesses	Opportunities	Threats
Kirkwood Hawkers Facility established		SMME opportunities	White elephants
Paterson Micro Craft Centre established	Lack of funding	SMME opportunities	
Developed funding proposals for LED Strategy		Leverage funding	
Cooperatives established		Job creation	More expectations than supply
Existence of LED Strategy		Leverage funding and strategy review	
Existing institutional mechanisms		leverage funding	
		Stakeholders relations	
Draft LED policies in place		opportunity to review	
	Lack of adequate staff	opportunity for strategic alliances	Poor LED delivery
	Lack of adequate funding		Poor LED delivery
	Lack of LED baseline information	opportunity for partnership	
		opportunity to leverage funding	poor planning and

			interventions
	No investment strategy	potential investors	no investment in the area

Implementation framework – Projects templates

4.1. Project Templates

1. PROVISION OF INFRASTRUCTURE AND BASIC SERVICES

1.1 LAND

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs (R'000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
1.1.1	Infrastructure Master Plan			All	SRV	Tech Serv	Application for funding	3 000		MUN DBSA	LM to confirm	tbd	tbd	tbd	tbt
1.1.2	Rehabilitation of Landfill Sites			8,2,7		Tech Serv and Comm Services	Feasibility Stage	12 000		MIG DEDEAT	Not funded	tbd	tbd	tbd	tbt
1.1.3	CASP-Sallieboom		😊	5,6	SRV	LED	Funded	210		DRDAR	funded	tbd	tbd	tbd	tbd
1.1.4	CASP-Vukapile		😊	2		LED	Funded	500		DRDAR	funded	tbd	tbd	tbd	tbd
1.1.5	CASP-Nontsokolo Trust		😊	1	SRVM	LED	Funded	800		DRDAR	Funded	tbd	tbd	tbd	tbd
1.1.6	CASP-Enon Bersheba Project			8			Business plan proposal	No budget		DRDAR	To be confirmed				

1.2 WATER (Water Services Development Plan)

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013 /14	2014 /15	2015/15	Beyond 2016
1.2.1	Upgrade of Portable Water Supply			3,5,6	Addo - Valencia	Tech Serv	Still to be completed	3000		MIG	Funded	tbd	tbd	tbd	tbd
1.2.2	Bulk Water Supply			6	Langbos	Tech Serv	Prioritizations	6000	2000	MIG	Awaiting confirmation	4000	0	0	0
1.2.3	Upgrade of Existing Water Network: Paterson		☺	4	Paterson	Tech Serv	Still to be implemented	10 000		MIG	Based on completion cost	tdt	tbd	tbd	tbd
1.2.4	Upgrade of Existing Water Network:			2	Bergsig, Aqua park	Tech Serv	Still to be implemented	10 000		MIG	Funded	tbd	tbd	tbd	tbd
1.2.5	Upgrade of Greater Addo Bulk Water Treatment Works			3,4,5,6		Tech Serv	Contractor in the process to be appointed	10 0000		RBIG	Based on completion cost	tdt	tdt	tdt	tdt
1.2.6	Upgrade of Existing Water Network: Paterson		☺	4	Paterson	Tech Serv	Still to be implemented	10 000		MIG	Based on completion cost	tdt	tbd	tbd	tbd
1.2.7	Paterson Bulk Water Project			4	Paterson	Tech Serv.	To reach completion in 2012/13	10 00	10 000	RBIG	To reach completion in 2012/13	0	0	0	0
1.2.8	Upgrading of Kirkwood Bulk Water Supply			1,2 & 7	Kirkwood	Tech Serv.	Feasibility Stage	20,418,838.00	800	RBIG	Awaiting confirmation	6 000	6 000	7 619	0
1.2.9	Water conservation and Demand Management			All	SRVM	ISD	Planning stage	Still to be confirmed							
1.2.10	Blue Drop Certification			All	SRVM	Tech Serv.	Planning stage	500			Funded				
1.2.11	Green Drop Certification			All	SRVM	Tech Serv.	Planning stage	500			Funded				
1.2.12	MOU with water service provider			All	SRVM	Tech Serv.	Planning stage	No funding							

1.2.13	Paterson Rainwater harvesting Project			4	Paterson	Tech Serv.	Planning stage	5.4 million			Funded				
1.2.14	Storm water Master Plan			All		Tech Serv.	Planning stage	Still to be confirmed							

1.3 SEWERAGE (Water Services Development Plan)

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
1.3.1	New Water Borne Sanitation: Addo-Langbos			6	Addo	Tech Serv	Still to be implemented	9.3				tbd	tbd	tbd	tbd
1.3.2	Addo Waste Water Treatment			3,5,6	Addo	Tech.Serv	Feasibility Stage	9300				tbd	tbd	tbd	tbd
1.3.3	Addo and New Addo Development: Bulk Services Water Borne			3,5,6	Addo	Tech.Serv	To be implemented I	3 000		Will be based on completion		tbd	tbd	tbd	tbd
1.3.4	Upgrading of Paterson Waste Water Treatment Works			4	Paterson	Tech Serv.	Still to be implemented	12 000	5000	Prioritisation		6000	1000	tbd	tbd
1.3.5	Zunie Bulk Sewerage Reticulation System			6	Addo	Tech Serv.		18 000		Prioritisation		tbd	tbd	tbd	tbd
1.3.6	Langbos Sewerage Pumpstation & Outfall			6	Addo: Langbos	Tech Serv.	Still to be implemented	3 500	2000	MIG	Still awaiting confirmation	1 500	0	0	0

1.4 ELECTRICITY

Ref.	Project	Link to Strategy	Project template	Ward	Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)				
								R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016	
1.4.1	Upgrade and extent electrical Network – Greater Kirkwood Area			2	SR V	Tech Serv	Still to be implemented	50	N/A		Funded	tbd	tbd	tbd	tbd
1.4.3	Enon/Bersheba: New Area Lighting			8	SR V	Tech Serv	Still to be implemented	660	0	MIG	Still To Be Confirmed	330	330	0	
	Kirkwood: New Area Lighting			1, 2, 7	SR V	Tech Serv	Still to be implemented	1 100	0	MIG	Still To Be Confirmed	550	550	0	
	Addo: New Area Lighting			3, 5, 6	SR V	Tech Serv	Still to be implemented	1 542	0	MIG	Still To Be Confirmed	771	771	0	
	Paterson: New Area Lighting			8, 4	SR V	Tech Serv	Still to be implemented	1 320	0	MIG	Still To Be Confirmed	660	660	0	
1.4.3	Upgrade of Existing Area Lighting in SRVM Area			3, 4, 8	SR V	Tech Serv	Still to be implemented				Still To Be Confirmed	tbd	tbd	tbd	tbd

1.5 ROADS AND STORM WATER

Ref.	Project	Link to Strategy	Project Templates	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
1.5.1	Upgrade of existing Gravel Roads and Storm Water			All	SRV	Roads Department	Tender for Consultant	19,7			Will be based on completion costs	tbd	tbd	tbd	tbd
1.5.2	Upgrade of Existing Paved /Tar Roads in SRVM			All	SRV	Technical Serv	Still to be implemented	80			Will be based on completion costs	tbd	tbd	tbd	tbd
1.5.3	Rehabilitation of Bus/Taxi Routes in SRVM			All	SRV	Technical Serv	Still to be implemented	36 000			Still to be confirmed	6000	6000	6000	18 000
1.5.4	Kirkwood Soetkloof roads camp			2	SRV										

1.6 REFUSE REMOVAL

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
1.6.1	Facilitate job creation through community based refuse removal services		😊	3;5;6;7	Valencia; Addo; Nomathamsanqa; Enon/Besheba	Tech Serv	Ongoing		180	MUN	Funded				

2. SOCIO AND ECONOMIC DEVELOPMENT

2.1 HOUSING

PLEASE REFER TO FIGURE 2.5.3. HOUSING STATUS QUO

2.2 ECONOMIC DEVELOPMENT

Ref	Project	Link To Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.2.1	Registration and Training			AL L	SRV	LED		50		SRVM	Funded		tdb	tdb	tdb
2.2.2	SMME Database			All		LED		5		SRVM	Funded		tdb	tdb	tdb
2.2.3	Agricultural Support(eg tractor)			AL L	SRV	LED		20		SRVM	Funded		tdb	tdb	tdb
2.2.4	SSME Mobile Support			AL L	SRV	LED	Application sent	500		CDM & DEDEA	Funded		tdb	tdb	tdb
2.2.5	Management of the Hawkers Facility(eg rental, lease agreement and cleansing etc.			AL L	SRVM	LED	Ongoing								
2.2.6	Paterson Upgrading			AL L	SRVM	LED	Feasibility	100					tdb	tdb	tdb
2.2.7	Develop Kirkwood Resort			AL L	SRVM	LED	Prioritisation	2					tdb	tdb	tdb
2.2.8	Enon/ and Bersheba Citrus & Corp Farm Project		8			LED	Prioritisation			DAFF DRDAR					

2.2.9	Establishment of Strategic Partnership (e.g. Midlands College and NYDA)					LED	Ongoing	tbd								
2.2.10	SMME Development Strategy			AL L		LED	Planning	100		CDM			tdb	tbd	tdb	
2.2.11	Rural and Agricultural Development Strategy			AL L		LED	Planning	100		DRDAR			tdb	tbd	tdb	
2.2.12	Investment Incentive Strategy			AL L		LED	Planning	100		DTI; ECDC						
2.2.13	Fitzpatrick Memorial Library		4			LED	Planning	500		CDM			tdb	tbd	tdb	
2.2.14	KK113			AL L		LED	Business Plan Development			DAFF DRDAR						
2.2.15	ERF 588			AL L		LED	Business Plan Development]= [;	TBD								
2.2.16	Sakhulusha Project			All		LED		TBD		Departm ent of Social Develop ment						
2.2.17	Vuka Pile Project					LED		TBD		Departm ent of Social Develop ment						
2.2.18	Paterson Micro Craft Centre		4	Pat erson	SRVM	LED		100								
2.2.19	Commonage Application					LED		TBD								
2.2.20	Established and Agricultural Forum					LED		TBD		Departm ent of Agriculu re						
2.2.21	Mentoring Programme					LED		TBD		CDM and Departm ent of Agriculu re						
2.2.22	Form partnership with DRDAR, SRCC & CDM					LED		TBD								
2.2.23	Kirkwood Centenary Celebration					LED		TBD								

2.3 TRANSPORT

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.3.1	Integrated Transport Plan					CDM									

2.4 SOCIAL INFRASTRUCTURE

Ref.	Project	Link to Strategy	Project Template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.4.1	Addo Library General Repairs & renovations to the building		☺	3,5,6	SRV	Comm Serv.	In Progress	800		DSRAC	In process		tdb	tdb	tdb
2.4.2	Moses Mabida General Repairs & renovations to the building		☺	1	SRV	Comm Serv.		800			In process		tdb	tdb	tdb
2.4.3	Rehabilitation and Upgrading of Seven Sportfields			All	SRV	Funded	Feasibility	14,729,399.41	3 500	MIG	Funded	3 500	3 500	3 500	729.4
2.4.4	Addo Regional Indoor Sporting Facility			3,5,6	ADDO	Comm Serv.	Prioritisation	4		MIG	Still To Be Confirmed		tdb	tdb	tdb
2.4.5	Paterson Regional Indoor Sporting Facility			4	PATERSON	Comm Serv.	Prioritisation	4		MIG	Still To Be Confirmed		tdb	tdb	tdb

2.4.6	Kirkwood Regional Indoor Sporting Facility			1,2,8,7	KIRKWOOD	Comm. Serv.	Prioritisation	4		MIG	Still To Be Confirmed		tdb	tdb	tdb
2.4.7	Rehabilitation of Parks and Playgrounds			ALL	SRV	Comm. Serv.	Feasibility Stage	2 500		MIG	Funded	1000	1000	250	0
2.4.8	Rehabilitation and Upgrade of Seven Sport fields			All		Comm Serv	Feasibility	14,729,399.41	3 500	MIB	Funded	3 500	3 500	3 500	729.4
2.4.9	Addo Regional Sporting Facility			3,5,6		Comm. Serv.									
2.4.10	Development /upgrading Recreation Facilities/parks			ALL		Comm. Serv.		43400		MIG		tdb	tdb	tdb	tdb
2.4.11	Recreation Parks			ALL		Comm.Serv		125		MIG		tdb	tdb	tdb	tdb
2.4.12	Upgrade of Sport fields			ALL		Comm. Serv.		6.8 million		MIG		tdb	tdb	tdb	tdb

2.5 HEALTH

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.5.1	Facilitate access to health care			All		Province		tbc	tbc						
2.5.2															

2.6 EDUCATION

Ref.	Project	Link to Strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.6.1	Moses Mabida S S S			1	SRV	LED, COMM.SERV	Not Started	90	N/A	MUN	N/A	tbd	tbd	tbd	tbd

2.7 ENVIRONMENT

Ref.	Project	Link to Strategy	Project Template	WARD	Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
								R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.7.1	Natural Resource Management – Working for Water – Alien Clearing – Addo Central			3.5 &6	SRV	South African National Park	5,980,007.32	5,980,007.32		Funded	tbd	tbd	tbd	tbd
2.7.2	Natural Resource Management – Working for Water – Addo Clearing Addo North West			3.5 &6	SRV	South African National Park	3,802,234.89	3,802,234.89		Funded	tbd	tbd	tbd	tbd
2.7.3	Natural Resource Management – Working for Water – Addo North West – Alien Clearing – Bio control			3.5 &6	SRV	South African National Park	1,267,543.00	1,267,543.00		Funded	tbd	tbd	tbd	tbd
2.7.4	Natural Resource Management - Working For Land -Rehab- Spek boom Addo			3.5 &6	SRV	South African National Park	6,615,912.043	6,615,912.043		Funded	tbd	tbd	tbd	tbd
2.7.5	Natural Resource Management – WFL – Rehab- Dry land Addo			3.5 &6	SRV	South African National Park	1,665,900.00	1,665,900.00		Funded	tbd	tbd	tbd	tbd
2.7.6	Natural Resource Management – Working For Water – Training Centre – Addo Central			3.5 &6	SRV	South African National Park	76,032.81	76,032.81		Funded	tbd	tbd	tbd	tbd

2.7.7	Natural Resource Management – Working For Water – Nursery & Rehabilitation – Addo Central			3.5 &6	SRV	South African National Park		331,023.23	331,023.23		Funded	tbd	tbd	tbd	tbd
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2.8 PROTECTION SERVICES

Ref.	Project	Link to strategy	Project template	Ward	Responsible Department	Implementation Status	Total Project Costs (‘000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
								R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
2.8.1	Office Construction			2	SRV		130				tbd	tbd	tbd	tbd
2.8.2	Fire and disaster Awareness						130				tbd	tbd	tbd	tbd

3. DEMOCRATIZATION AND GOVERNANCE

CORPORATE SERVICES

Ref.	Project	Link to strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
3.1.1	Capacity building of (training) ward committee members			ALL	SRV	Corp.Serv	Not stated	270		MSIG		tbd	tbd	tbd	tbd

4. INSTITUTIONAL TRANSFORMATION

IDP /PMS

Ref.	Project	Link to strategy	Project template	Ward	Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
								R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
4.1.1	SDBIP training						10	10	SRVM	funded	tbd	tbd	tbd	tbd
4.1.2	Development Performance Policy and Performance Agreements						50	20	SRVM	Funded	tbd	tbd	tbd	tbd
4.1.3	Quarterly SDBIP						n/a	n/a			tbd	tbd	tbd	tbd
4.1.4	IDP Review						150	50	SRVM	Funded				
4.1.5	CBP Implementation						100	100	SRVM	funded	tbd	tbd	tbd	tbd

Communications and Customer Care

Ref.	Project	Link to strategy	Project template	Ward	Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
								R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
4.1.6	Website Update			ALL	Communications				SRVM					
4.1.7	Newsletter			ALL	Communications		100	100	SRVM	funded				

4.1.8	Media Monitoring			ALL	Communications				SRVM						
4.1.9	Communications Workshop			ALL	Communications		10		SRVM						
4.1.10	Public Participation			ALL	Communications		10		SRVM						
4.1.11	Customer Care Complaints			ALL	Communications				SRVM						
4.1.12	Intergovernmental relations (IGR)						10								

Special Programmes

Ref.	Project	Link to strategy	Project template	Ward		Responsible Department	Implementation Status	Total Project Costs ('000)	2012/13 Budget			Medium Term Expenditure Framework (R'000)			
									R'000	Funding Source	Funding Status	2013/14	2014/15	2015/16	Beyond 2016
4.4.2.1	To have strategic sessions that deals with policy development for vulnerable groups and present to council for adoption with key stakeholders			A	L			66		SRVM		tbd	tbd	tbd	tbd
4.4.2.2	To establish Forums in each of: disabled, Youth, Woman & Elderly			A	L			Municipal Budget		N/A		tbd	tbd	tbd	tbd
4.4.2.3	Preparations for Elderly Day celebrations on the 24 December 2012			A	L			20		SRVM		tbd	tbd	tbd	tbd

4.4.2.4	Introduction of the Mayor's Cup			AL L				23		I SRVM		tbd	tbd	tbd	tbd
4.4.2.5	Establish heritage Council Forum							15		SRVM					
4.4.2.6	World Aids Day 16 Days of Activism Children's Day Women's Day Back to School Campaign									SRVM	tbc				
4.4.2.7	Assist in the registration of the community radio station to all requirements of obtaining operations license									Private	tbc				
4.4.2.8	Establishment of Youth Centre's							N/A							
4.4.2.9	Establishment of Strategic Partnership eg. Midlands College and NYDA etc.							N/A							

4.2. Capital Project

KPA	Projects	Responsible Department	Ward	2011/12	2012/13	2013/14
Water	<ul style="list-style-type: none"> • ADDO Upgrade of water supply • Paterson bulk water supply • Upgrading E&B bulk water supply 	<ul style="list-style-type: none"> • Technical Dept • Amatola water board/Technical Dept./DWA • /Technical 	5, 6 4 8	R 8, 949, 000 .00 R7 045 055 R13,5mil		
Roads	<ul style="list-style-type: none"> • Upgrading of Gravel Roads • Resealing and gravelling 	<ul style="list-style-type: none"> • Technical/Dept of Roads and Transport • Dept. Of roads and public works 	All	R4 390,000.00 R6 200 000		
Sanitation	<ul style="list-style-type: none"> • Bersheba Pumpstation and Outfall • Addo waste water treatment works • Bersheba Waste Water Treatment Works 	<ul style="list-style-type: none"> • Technical 	8 5&6 8	R725,000.00 R3,8mil R 424 645	R3,1mil	
Housing	<ul style="list-style-type: none"> ▪ Langboss 300 ▪ Molly Blackburn 400 ▪ Emsengeni extension 1500 ▪ Paterson 500 ▪ Bersheba 500 ▪ Valencia 958 (Project closing up in June 2011) ▪ 	<ul style="list-style-type: none"> ▪ Housing/Technical ▪ Housing/Technical ▪ Housing/Technical ▪ Housing/Technical ▪ Housing/Technical 	6	R22,2		R29,6mil R126mil R42mil R42mil
Social Infrastructure	<ul style="list-style-type: none"> • Rehabilitation and Upgrade of 7 sport fields • Fencing of cemetery's • Upgrading of Municipal offices and Council Chamber • Development of Multi-purpose facility (Library and Community Gym) • Rehabilitation of old Church building into offices 	<ul style="list-style-type: none"> • Comm. Services • Comm. Services • Corp. Services • Comm. Services • Comm. Services • Comm. Services 	All 7 (Glencornor) 2 1	R1 000 000 R200 000.00	R2 000 000	
LED	- Leather Craft	- LED/Technical	8	R 500 000.00		
Electricity	o Electrification of Glencornor and Kleinport	o CDM/Technical/Eskom		R 2,000,000.00		

4.3. INTEGRATED PROGRAMMES / SECTOR PLANS

Status of Sector Plans / Integrated Programmes

No.	Plan / Programmes	Availability	Comment
1	Spatial Development Framework Plan	Yes	Detailed. 1 st draft approved in 2011
2	3 Year Financial Plan	Yes	Incorporated in IDP
3	SDBIP	Yes	Quarterly reports sent to Council
4	5 year Action Programme	Yes	Project templates in IDP
5	Disaster Management Plan	Yes	Detailed. Approved in 2007
6	Land Use Management System	No	
7	Integrated Waste Management Plan	Yes	Need funding for implementation of recommendations
8	Water Services Development Plan	Yes	2011/12
9	Integrated Transport Plan	Yes	New project incorporated
10	Housing Sector Plan 11/12	Yes	Reviewed in 2011/12
11	LED Plan 2012	Yes	Under Review
12	Tourism Plan	Yes	Approved and LTO established
13	Comprehensive Infrastructure Plan	Yes	Need review
14	Energy Master Plan	No	To be done by REDS
15	Area Based Plan	Yes	ABP and Land availability Audit done
16	IDP Process Plan	Yes	Approved by Council
17	Community Based Plans	Yes	CBP draft 2011/12 completed. CBP needs funding to implement CBP projects
18	Draft Communication Strategy	Yes	Unit established and communication and customer

			care official appointed
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As enshrined by the Constitution the Council regards the principle of Co-operative Governance as fundamental since it implies that the three spheres of spheres of government, govern co-operatively while planning and implementing jointly in an ongoing communicative bargaining and negotiation process. The Legislative and policy prescripts do not explicitly pronounce on the nature of collaboration or involvement that should take place between sector departments and Municipalities in their planning processes. However, the Intergovernmental Relations Framework Act does emphasise the significance of the three spheres of government working cooperatively.

The Municipal engagement with Sector Departments is largely influenced by the consideration of the immediate impact the sector have on the quality and standard of lives of communities living in respective localities as expressed through our planning and service delivery processes. Sector guidelines because affect a number of issues in our selection of solutions including the following:

- **What TYPE** development to promote e.g. primary health care
- **Where** the development is **LOCATED** e.g. land use planning as informed by principle of NSDP
- **Who** the **TARGET GROUP** is e.g. female headed household or emerging farmers
- **How** the **SUPPORT MEASURES** is provided e.g. Partnership or community participation

Another important issue with regarding the alignment of Sector Plans and Municipal plans is to strike a balance between meeting the legal requirements for planning and ensuring that municipal planning **is led by local priorities**.

The discussions on these programmes do not include elaborate information that is available in the IDP guide packs.

Action Programme

Purpose of the Action Programme

The purpose of the action programme is to ensure a close link between Integrated Development Planning and Municipal Management by providing an overview of the major activities and projects in the Municipality which result from the IDP. The action programme further establishes a basis for monitoring of progress by indicating timeframes for implementation of identified projects.

The action programme and performance management system are closely linked and interrelated.

Project implementation

Project implementation is reflected over a 5 year period. It is important to note that a number of projects and activities will be implemented in more than one financial year, which necessitates project performance and implementation revision on an on-going basis. This will be done as part of the annual Integrated Development Plan and budget review process.

4.4. THE RISK PROFILE OF THE SUNDAYS RIVER VALLEY MUNICIPALITY

Risk Prioritisation Table for Sunday's River Valley Local Municipality					Relative Risk Priorities Table for Sunday's River Valley Local Municipality				
Hazard	Exposure	Severity	Probability	Actions Needed	Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Drought	Occasional	Moderate	Normal	Preparedness Planning	Drought	Tolerable	Modest	Safe	Preparedness Planning
Wind	Seldom	Extreme	Unlikely	Preparedness Planning	Wind	Safe	Modest	Safe	Preparedness Planning
Rabies	Seldom	Insignificant	Unlikely	Preparedness Planning	Rabies	Safe	Modest	Safe	Preparedness Planning
African Horse Sickness	Seldom	Moderate	Unlikely	Preparedness Planning	African Horse Sickness	Safe	Poor	Safe	Preparedness Planning
Avian Influenza	Seldom	Insignificant	Unlikely	Preparedness Planning	Avian Influenza	Safe	Modest	Safe	Preparedness Planning
Swine Fever	Occasional	Moderate	Likely	Preparedness Planning	Swine Fever	Tolerable	High	Safe	Preparedness Planning
Air Pollution	Seldom	Moderate	Normal	Preparedness Planning	Air Pollution	Safe	Modest	Safe	Preparedness Planning
Water Pollution	Occasional	Moderate	Unlikely	Preparedness Planning	Water Pollution	Safe	Modest	Safe	Preparedness Planning
Fires	Continuous	Moderate	Normal	Preparedness Planning	Fires	Tolerable	High	Safe	Preparedness Planning

CATEGORY	DESCRIPTION
Drought	
Fires	Domestic Veld Forest Industrial
Strong winds	Tornadoes Gale force
Health	Epidemics
Accidents	Industrial Road Rail Air Sea
Environmental Pollution	Hazardous material spill/waste - land Hazardous material spill/waster - marine Hazardous material spill/waste – air nuclear (very low risk) Hazardous material spill/ waste –rivers

	Hazardous material spill/ waste –water supply
	Deforestation
	Water pollution
Natural Hazards	Swine fever
	Avian flue
	Rabies
	African Horse sickness

The table below describes hazards which are considered to pose the highest risk and which have been identified as most probable to occur in the area of the Sundays River Valley Municipality.

CATEGORY	DESCRIPTION	PRINCIPAL TANGIBLE VULNERABLE ELEMENTS	PRINCIPAL FACTORS CONTRIBUTING TO VULNERABILITY
Floods	Flash floods River floods Coastal floods	Any individuals, households, communities located in the flood plains, the flooded area or at sea; Anything else sited in flood plains on slopes or in low lying areas: mud structures; structures without foundations or with shallow foundations, or of weak resistance; Roads and bridges; dams; railway lines; underground or basement buildings and structures; sewerage; water and power supply; machinery and electronics; industrial equipment and factories; farming equipment and crops; food stocks; cultural artefacts; fishing boats and other maritime industries; Confined or penned livestock and animals	Poverty; lack of access to land; location of settlements on floodplains, on slopes and in low lying areas; lack of storm water drainage; lack of access to proper housing; lack of awareness to flooding hazard; lack of early warning systems; reduction of absorptive capacity of land (erosion, deforestation, concrete); high risk infrastructural elements; unprotected food stocks, crops and livestock; poor housekeeping and cleaning of storm water systems and choked up river beds; deforestation and soil erosion; global warming.

Fires	Domestic	<p>Individuals, households and communities living in informal structures built with highly flammable material;</p> <p>property equipment and infrastructure in the vicinity; animals and livestock</p>	<p>poverty;</p> <p>lack of access to land and proper housing;</p> <p>lack of access to electricity or alternative fuels and lighting;</p> <p>lack of access to communication, water and emergency services;</p> <p>close proximity of adjacent structures;</p> <p>lack of awareness and access to information;</p> <p>poor social development; alcohol abuse;</p>
	Veld Forest	<p>Settlements, developments and infrastructure located on the urban fringe and in close proximity to forests;</p> <p>crops and livestock;</p> <p>farming machinery and equipment;</p> <p>raw materials (wood)</p>	<p>poverty; lack of access to land and proper housing; highly flammable structures;</p> <p>inadequate building regulations for formal structures; inadequate enforcement of the building of fire breaks;</p> <p>inadequate control over 'controlled' burning of veld; lack of awareness and access to information;</p> <p>early warning systems;</p> <p>global warming</p>

Health	Epidemics: HIV/Aids Cholera Tuberculosis Influenza Bubonic Plague	Individuals, households and communities living in crowded, poor social and environmental conditions	Poverty; lack of access to land; inadequate housing, building standards and regulations; lack of awareness, lack of access to information and early warnings poverty; overcrowding; poor nutrition; lack of access to basic services: clean water, sanitation, transport, clinics/ health services and refuse removal; lack of awareness and information; lack of early warnings; poor social development; drug resistant diseases

CHAPTER 5: MONITORING, EVALUATION AND REVIEW

Introduction

The IDP is not stagnant and represents an ever-changing policy and strategy that must grow and evolve with the Local Municipality and its people. The IDP stipulates definite objectives, projects, indicators and programmes that must be achieved within the planning period.

Monitoring, evaluation and review make up a system to assess the performance of the municipality. Monitoring and evaluation are critical to:

- Ensure the implementation of plans

- Measure their development impact

- Ensure the efficient use of resources

- Measure Council's success

Monitoring, evaluation and review mechanisms should be implemented as an ongoing or cyclical activity and should be built into the annual planning and budgeting cycle. The Performance Management System of the Municipality must fulfil this role.

Existing monitoring, evaluation and review mechanisms employed by the different departments in the Local Authority may have to be significantly adjusted.

Monitoring

Monitoring is a continuous activity to measure indicators with regard to the short term outputs or outputs of the planning process. Amongst other things, it will provide project information to management, in order to keep the project on track with the right results being achieved on time and within budget. Monitoring includes systematically collecting and using information about each project to enable management to proceed as it should and that the beneficiaries are satisfied.

Evaluation

Evaluation is a less frequent activity, which is designed to measure whether, and to what degree the development objectives are being achieved through the implementation of the Integrated Development Plan. It will measure the medium term impact and outcomes of the planning process. This provides the information required to reappraise the development objectives and indicators and whether the strategies and policies still hold good and whether they need to be amended or adjusted, and why.

Review

Review is making adjustments and revision based on monitoring or evaluation information. The results of monitoring provide adjustments and corrective actions that are fed back into your planning process, to re-inform project planning, design and implementation. These results re-inform the development priorities, goals and strategies. The impact of your projects will also begin to change your area.

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